



Tennessee
Department of
Children's Services

Annual Report
Fiscal Year 2004

Dear Governor Bredesen,

The staff of the Department of Children's Services continues to work hard to ensure the families and children we serve are safe and moving toward a stable and permanent living arrangement; and that the educational, physical and mental health needs of the children are being met through the services we provide, either directly or through contracts with other agencies. Our Department's focus towards children and families is strengths based, family centered and culturally responsive.

We take seriously the role of protecting children and strengthening families and seek to demonstrate this through our on-going commitment to excellence. Our Department has outlined a plan to achieve improved outcomes for children and families in Tennessee. This plan, called *The Path to Excellence*, focuses on eight domains that involve enhancing organizational effectiveness and efficiency through planning, communicating, infrastructure building, resource development, measurement and learning. These themes were previously identified in *The Standards of Professional Practice*, a model for Child Welfare best-practice in Tennessee. *The Path to Excellence* document is located on the Department of Children's Services website at www.state.tn.us/youth.



We are improving ways to monitor best-practice standards for our children and families. Our goal is to make a difference in the lives of those we serve and to demonstrate these differences through objective measurements. Every day Department of Children's Services staff serve to promote and advocate for positive outcomes for children and their families.

We, at the Department of Children's Services, hope that this Annual Report will be enlightening and demonstrate to you the ways in which we serve our communities through partnership with our families, foster parents, contract agencies and other community members.

Respectfully,
Commissioner Viola P. Miller

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Vision

Tennessee will be a place where all children and families can grow in nurturing communities, in safety, in good health, and with hope for the future.

Mission

The Department of Children's Services, in cooperation with families, local communities, juvenile courts, and schools will provide timely, appropriate, and cost-effective services for children in state custody and at risk of custody, so these children can strive to reach their full potential as productive, competent, and healthy adults.

Goals

- Provide appropriate care for children and youth in state custody, in close proximity to their homes, and return them to their families or provide for permanency in a timely manner
- Work with communities to provide prevention and intervention services to protect children, strengthen families and supervise youthful offenders
 - Increase community involvement, local decision making and accountability for funding and services
 - Create an effective management and delivery system to ensure services are provided in a timely and cost-effective manner

Introduction

It is the responsibility of the Department of Children's Services (DCS) to provide services to children either in the custody of the state, or at risk of entering custody, and their families. These services include protection from abuse and neglect, care for children who cannot remain in their own home, stabilization and preservation of families, and the rehabilitation of delinquent youth through residential or community-based treatment. In instances where children cannot stay in or return to their homes, the Department strives to provide a nurturing environment through permanent placement with relatives or through adoption.

To more effectively meet the needs of those we serve, DCS continues to build a continuum of services for children, families, and communities. We achieve positive outcomes by building partnerships, establishing appropriate policies and funding, and providing quality services.

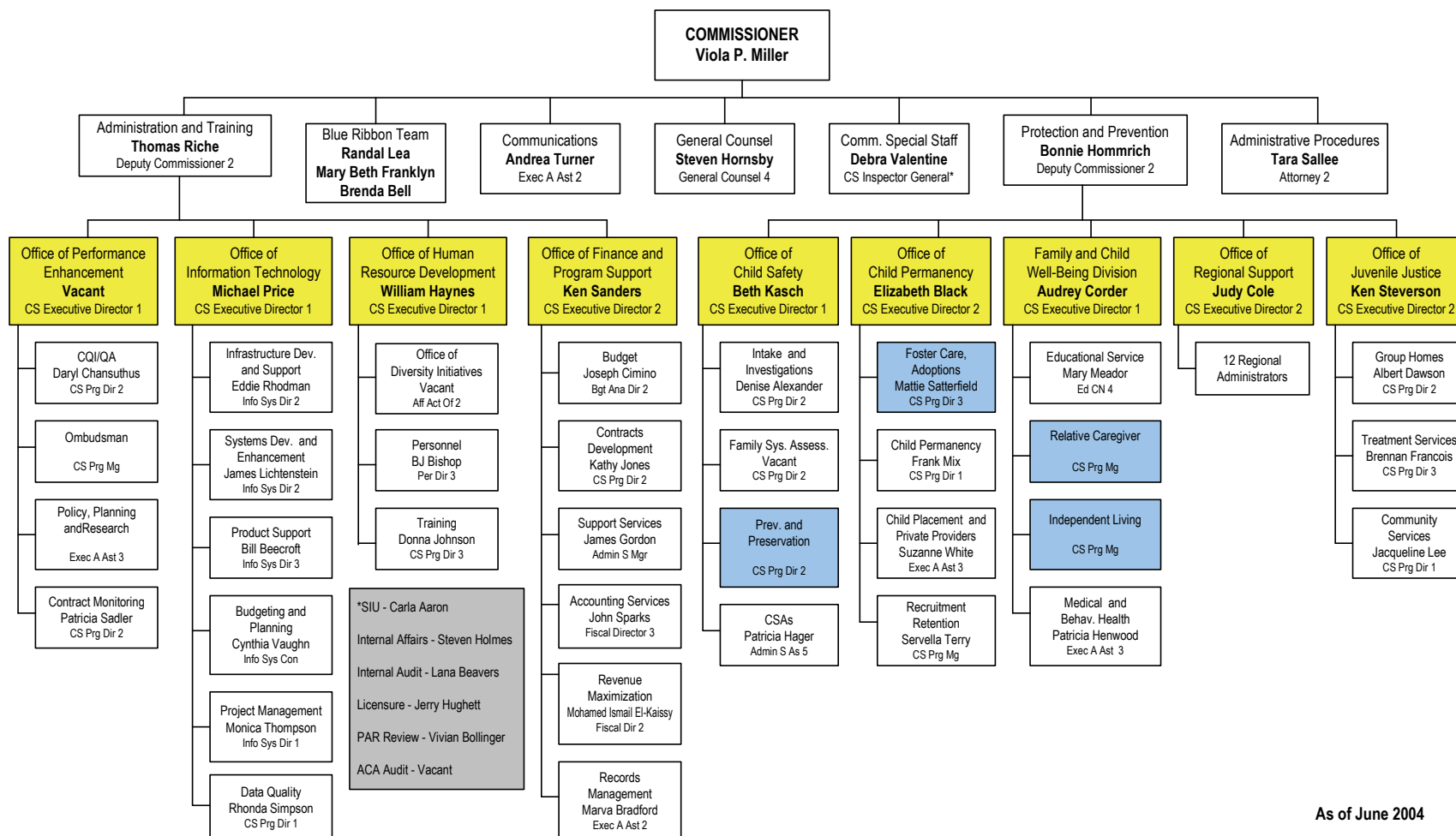
The statutory charge to the Department (as outlined in T.C.A. § 37-5-102) reads:

"The focus of the services shall be to preserve the relationship between the child and the family by providing, whenever possible, services in the community where the child lives and by providing services in a setting which is the least restrictive and, yet, the most beneficial. For the children it serves the Department of Children's Services shall strive to:

- (1) Protect children from abuse, mistreatment or neglect;*
- (2) Provide prevention, early intervention, rehabilitative and educational services;*
- (3) Pursue appropriate and effective behavioral and mental health treatment; and,*
- (4) Ensure that health care needs, both preventative and practical, are met."*

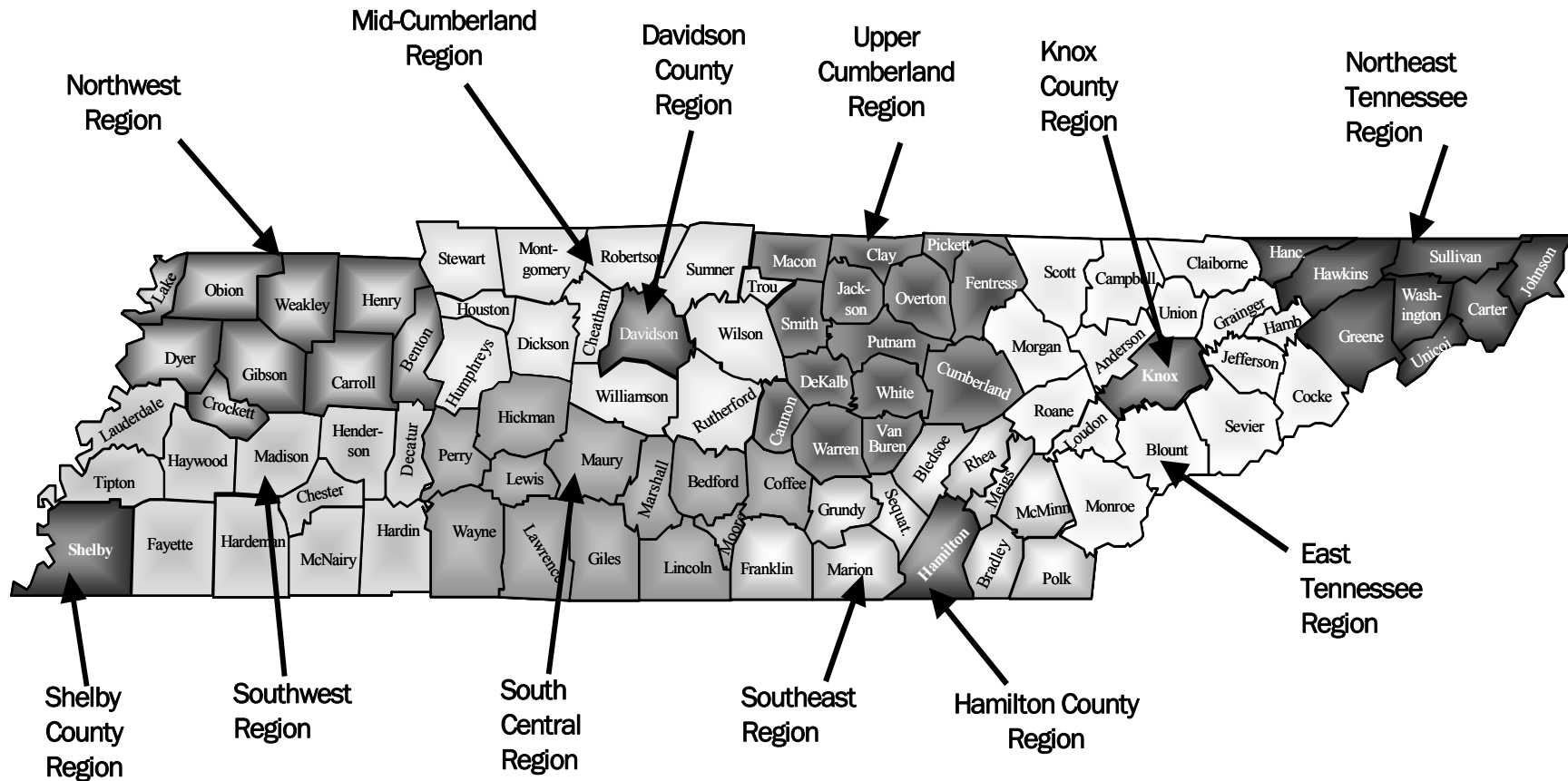
Organizational Structure

In fiscal year 2004, DCS services were provided by approximately 4,000 employees across 12 regions of the state. At the state level, administrative oversight and support of departmental functions were provided from the central office in Nashville under the leadership of two Deputy Commissioners and nine Executive Directors overseeing their specific support positions. A Regional Administrator manages program operations for all child welfare programs, fiscal matters, and personnel concerns in each of the 12 regions. In order to provide prevention and intervention services to families of children at risk of entering state custody, the Department contracts with regional Community Services Agencies (CSAs).



As of June 2004

Map of Regions



Protection and Prevention

The Department's primary responsibility is always to protect children from abuse and neglect. In order to uphold this responsibility, DCS staff investigate reports of abuse and neglect, working with families to resolve issues that may threaten the safety or well-being of children. DCS also works to maintain children in their own homes whenever safe and appropriate.

The Department is also responsible for providing care for children who cannot remain in their own homes. This includes temporary out-of-home care for children whose safety is in jeopardy in their own homes. The Department works with families and other involved parties to achieve permanency and stability in the child's living situation. When it has been determined that a child cannot safely return home, the Department strives to provide a nurturing permanent home through placement with relatives, friends, or adoption.

Child Advocacy Centers

The Department provides grant funds to Child Advocacy Centers (CACs) across the state and to the Tennessee Chapter of Child Advocacy Centers. The CACs work with the Department, local law enforcement and the district attorney's office to co-locate staff, and address the needs of the children in their communities. The funding to CACs also supports training opportunities for the multi-disciplinary Child Protection Investigation Team (CPIT) and the collection of data that is reported annually to the legislature.

Child Advocacy Centers provide mental health services, which include crisis counseling and follow-up counseling for child abuse victims and their family members, as well as forensic medical examinations. Services are provided in a child-friendly setting to help children feel safe.

Legal Services

The Office of General Counsel provides legal advice and counsel to the Commissioner and the Department's employees. The 69 attorneys and 14 legal assistants who staff the Office of General Counsel are located in 22 offices across the state. One attorney in each DCS region, 12 in all, specializes in educational issues faced by children in state custody.

Family Support Services

The Family Support Services (FSS) program provides community-based services to children who are at risk of entering state custody. The goal of Family Support Services is to provide quality, accountable, focused services to keep children and communities safe while empowering families to remain together. Case Management services are provided directly by the 12 regional Community Services Agencies. The program also allows for the purchase of additional services and tangible goods for families as needed.

Office of Regional Support

The Office of Regional Support provides programmatic support to all 12 regions of the state. It is the goal of Regional Support to assist regions with adhering to Best Practice and providing technical support for any requested regional initiative, while also working with each region to improve their outcomes for children and families.

Figure 1: Reports of Abuse and Neglect Assigned for Investigation - Fiscal Year July 1, 2003 – June 30, 2004

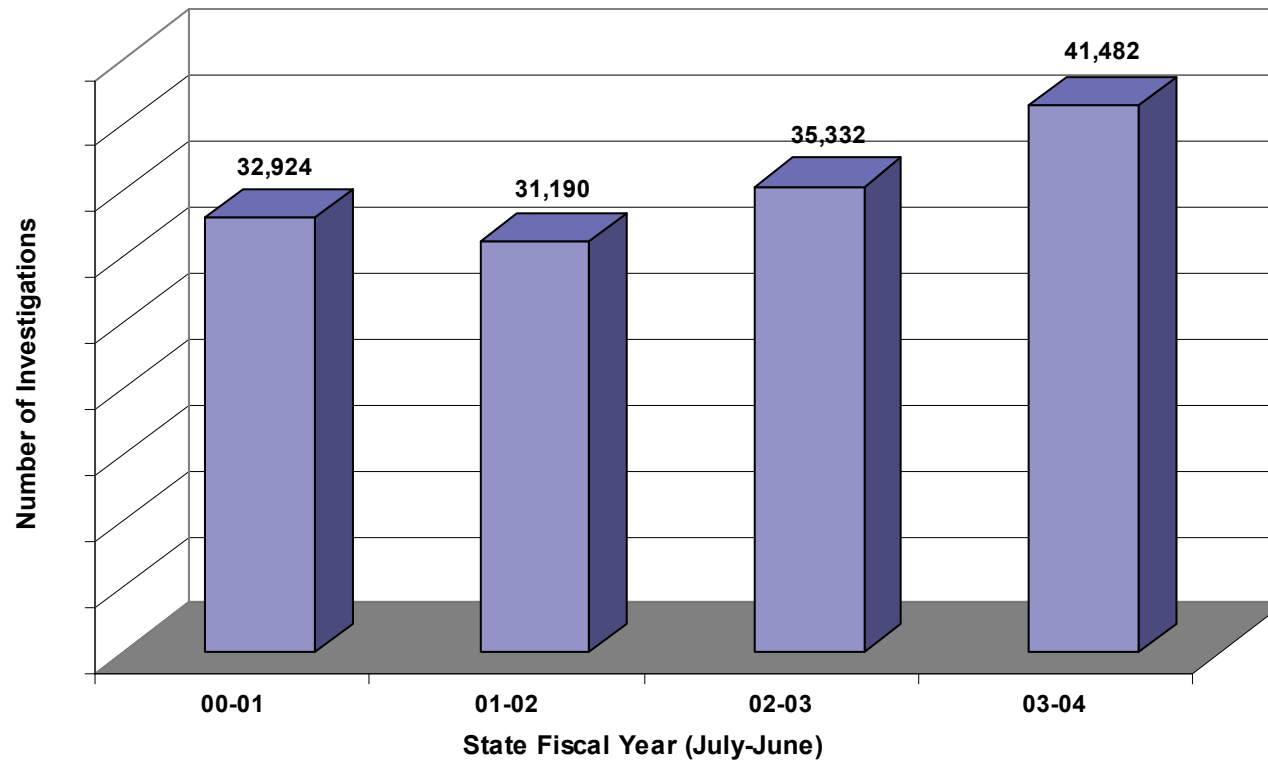


Table 1: Number of Investigations of Child Abuse/Neglect Initiated in FY04 by Region and Status as of June 30, 2004

Region	Indicated	%	Unfounded	%	Open	%	Unable to Complete	%	Total
Davidson	939	18.0%	3,220	61.6%	448	8.6%	621	11.9%	5,228
East Tennessee	1,059	24.1%	2,727	62.0%	255	5.8%	360	8.2%	4,401
Hamilton	268	16.7%	1,064	66.3%	16	1.0%	257	16.0%	1,605
Knox	465	20.6%	1,691	74.8%	3	0.1%	101	4.5%	2,260
Mid Cumberland	919	18.7%	3,570	72.6%	25	0.5%	404	8.2%	4,918
Northeast	647	25.9%	1,677	67.2%	34	1.4%	138	5.5%	2,496
Northwest	423	24.9%	1,225	72.0%	2	0.1%	51	3.0%	1,701
Shelby	1,444	22.7%	4,034	63.4%	54	0.8%	834	13.1%	6,366
South Central	656	19.5%	2,280	67.6%	55	1.6%	381	11.3%	3,372
Southeast	705	25.4%	1,713	61.6%	99	3.6%	264	9.5%	2,781
Southwest	800	25.3%	2,112	66.9%	27	0.9%	219	6.9%	3,158
Upper Cumberland	523	16.4%	2,324	72.7%	40	1.3%	309	9.7%	3,196
Statewide Total	8,848	21.3%	27,637	66.6%	1,058	2.6%	3,939	9.5%	41,482

Due to rounding, percentages may not equal 100.

Table 2: Victims of Indicated Cases of Child Abuse and Neglect by Race, Gender, and Age Group - Fiscal Year 2004

Race	Gender	Age						Total
		0 to 1	2 to 4	5 to 12	13 to 17	Invalid	Unknown	
White	F	684	760	1,705	1,031	3	0	4,183
	M	676	702	1,478	548	8	0	3,412
Black/African-American	F	319	291	770	373	0	0	1,753
	M	373	276	661	239	2	0	1,551
Asian	F	3	3	19	5	0	0	30
	M	3	3	6	4	0	0	16
American Indian/Alaska Native	F	4	1	3	5	0	0	13
	M	1	2	6	3	0	0	12
Native Hawaiian/Other Pacific Islander	F	1	2	5	3	0	0	11
	M	2	4	0	1	0	0	7
Unable To Determine	F	44	48	124	56	0	1	273
	M	49	53	74	35	1	0	212
Unknown	F	83	107	280	125	0	1	596
	M	101	109	219	59	1	0	489
	U	0	0	0	0	0	3	3

Office of Child Safety

The Office of Child Safety has four divisions: Intake & Investigations, Prevention and Preservation, Functional Family Assessment and Community Service Agencies. These divisions are responsible for the protection of children from abuse and neglect. This office investigates reports of abuse and neglect, identifies risk factors and works with families to resolve issues that may threaten the safety or well-being of children.

Intake and Investigations

The Intake and Investigations Division strives to protect children whose lives or health are jeopardized because of abusive acts or negligence. Investigations are completed by the Child Protective Services unit; whereas, the state's Centralized Intake Unit receives and screens reports of abuse and neglect.

Child Protective Services includes the following: investigating referrals of child abuse and neglect, identifying the risk factors that contributed to the abuse or neglect, linking families to appropriate resources to reduce risks, evaluating the success of the intervention, and either continuing services or closing the case, as is appropriate for the child and family.

In FY03, the Department began the implementation of the Central Intake system for receiving and screening referrals of abuse and neglect. Statewide implementation will be completed in Fiscal Year 2005.

Prevention and Preservation

The Prevention and Preservation Division provides in-home services to preserve or reunify families in cases where a child has been in custody or is at risk of custody.

Family Functional Assessment

The Family Functional Assessment Division provides a family-based assessment which is documented in a Web application. Children and their families are assessed around issues such as safety, well-being, permanency and resource availability. After this assessment and initial investigation, the child and family are then referred to the appropriate services. This assessment is intended to be ongoing and shall include all children in the family in order to best identify that family's strengths and needs.

Community Service Agencies

Community Service Agencies provide in-home services. By the close of the 2005 calendar year, these services and caseworkers will have been integrated into the Department of Children's Services. These same services will continue under the Department's leadership.

Child Abuse Prevention Grants

The marriage license tax created from the Family Violence

Shelter and Shelter Services and Child Abuse Prevention Act of 1984 allows revenue generated from that tax to be used in the form of Child Abuse Prevention (CAP) grants awarded by DCS to outside agencies. CAP grants provide funding to programs that offer prevention services through education, counseling, and parenting skills training to high-risk populations as well as to the community as a whole. These programs include early prevention services to first-time parents, teen parents, disabled parents, parents of disabled

children, and parents who were abused as children. Prevention education services are often geared toward children and may include life skills classes, puppeteering and stage productions. Education services may also include media campaigns. The more intensive prevention services are typically home-based and may include parent training, parent support groups, parent help hotlines, and counseling focused on empowering both parents and children.

Office of Child Permanency

The mission of the Office of Child Permanency is to ensure the provision of adoption, foster care, and permanency planning services to children and families throughout Tennessee so that every child in state custody returns to his or her own family or becomes a member of a new family as quickly as possible. The Office of Child Permanency has four primary divisions: Child Placement and Private Providers, Foster Care and Adoptions, Permanency Planning and Clinical Practice, and Resource Family Recruitment.

Child Placement and Private Providers

The mission of the Child Placement and Private Provider Division is to forge an open, honest and collegial partnership between private provider agencies, field staff, and other relevant DCS divisions that are critical for the effective and efficient delivery of services to our children. This division is a conduit through which residential services are coordinated and supported in a manner that maximizes the benefits to the children we are entrusted to serve.

This division contracts with approximately 190 public and private agencies to provide out-of-home care and services to youth in the care of the Department and their families. Approximately 50% of out-of-home contracts are Continuum of Care contracts. Continuum of Care contracts allow both providers and regions to coordinate services to children and their families while providing the flexibility to customize service delivery on an individual basis.

The division is responsible for providing support, information, guidance, training, coordination and oversight of residential

services to ensure an adequate supply of residential resources are delivered expeditiously and efficiently.

Foster Care and Adoption

The Foster Care and Adoption Division develops policy and oversees services aimed at providing training and ongoing support for resource parents (relatives or non-relatives) and custodial caregivers to assist them in meeting the unique needs of children and youth in state custody. This division assures that the Department of Children's Services uses a model of resource parenting consistent with the DCS Practice Model. This model encourages resource parents to support birth families and encourage reunification, provide a nurturing and stable placement for children in state custody, and offer or assist in finding a permanent family relationship for children who are not able to return to their own parents. This division's responsibilities also include oversight and development of effective and child-focused placement practices. They also perform centralized operations that are necessary to the regions in order to support and maintain resource homes for children. This Division strives to support the efforts of resource families caring for children in the state's custody while working to achieve permanency for each child in care.

Adoption Services offers child-focused services based on the philosophy that every child has the right to a loving, nurturing and safe family. Some of the children served have significant physical, emotional or educational challenges. Most range from early school-age to teenage years. Some have one or more siblings.

Permanency Planning and Clinical Practice

The mission of the Permanency Planning and Clinical Practice Division is to model, coach and employ clinical decision making in all aspects of child welfare practice. This division has the primary responsibility for supporting the implementation of the Child and Family Team Meeting (CFTM) process. The CFTM is to be the primary tool for making all placement decisions for and with children and ensuring timely permanency for children.

This Division is also responsible for supporting timely permanence for children in the custody of the state and those at risk of state custody.

Resource Family Recruitment Division

The mission of the Resource Family Recruitment Division is

Family and Child Well-Being Division

The Department of Children's Services aspires to ensure safety for all children in Tennessee. The welfare of our children and their families is important to us; therefore, we make every attempt to support those we serve. We are committed to making sure our families are secure, healthy and happy. Our efforts to empower families help us build stronger communities that are critical to society. We strive to provide our children with appropriate services to meet their educational, physical and mental health needs.

Family Crisis Intervention Program

Through the Family Crisis Intervention Program (FCIP) youth who are at risk as a result of a status offense (e.g., running away from home, truancy from school, acting beyond the control of their parents) have an opportunity to work with their families to resolve problems while they remain at home. If children and families are unable to resolve their issues after FCIP intervention, their case is referred to court for further intervention. This can include bringing the child into state custody.

Educational Services

The Education Division of the Department of Children's Services oversees education services for students in state custody who reside in Youth Development Centers (YDCs) or DCS group homes. The Division also provides technical assistance to contract facilities with on-site schools. The DCS Education Division is recognized by the Tennessee Department of Education as a Local Education Agency (LEA).

All youth committed to the Department of Children's Services are screened by a community or facility classification/assessment team to determine their educational needs. A treatment team develops an Individual Program Plan (IPP) for each student. Children eligible for special education services also receive an Individual Education Plan (IEP).

Kinship Support Network

The Kinship Support Network was developed to address the need for supportive services to caregivers of related children outside the formal system. The primary goal of the program is to help relative caregiver families maintain and prevent at-risk children from coming into care. The program provides such services as Support Groups, Information and Referral, Respite, Recreation, Family Advocacy, Material Assistance, Legal Assistance, Individual and Family Counseling, Children's Groups, Tutoring/Mentoring and Emergency Financial Assistance. The provision of services is made possible through community collaborative efforts.

Functions of the Kinship Support Network Division include, but are not limited to, the following:

- Develop, monitor and evaluate Kinship Support Network programs, which are operated by contract agencies;
- Develop policies and procedures and ensure compliance;
- Oversee the distribution of services;
- Provide technical consultation to staff;
- Evaluate and coordinate training needs of staff to ensure that gaps are covered through public/private partnership; and,
- Review monthly reports and monthly database information from each site to ensure that distribution of services complies with guidelines and invoicing to DCS.

Independent/Transitional Living Program

The purpose of the Independent/Transitional Living Program is to build a network of relevant supports and services for participating youth. This network should be designed in such a way that these youth will have ongoing connections with a caring adult, be productive individuals within their community, obtain and maintain employment, as well as obtain educational goals. Under this program, participating youth may receive financial assistance and skills training, as well as other resources to facilitate their transition to adulthood.

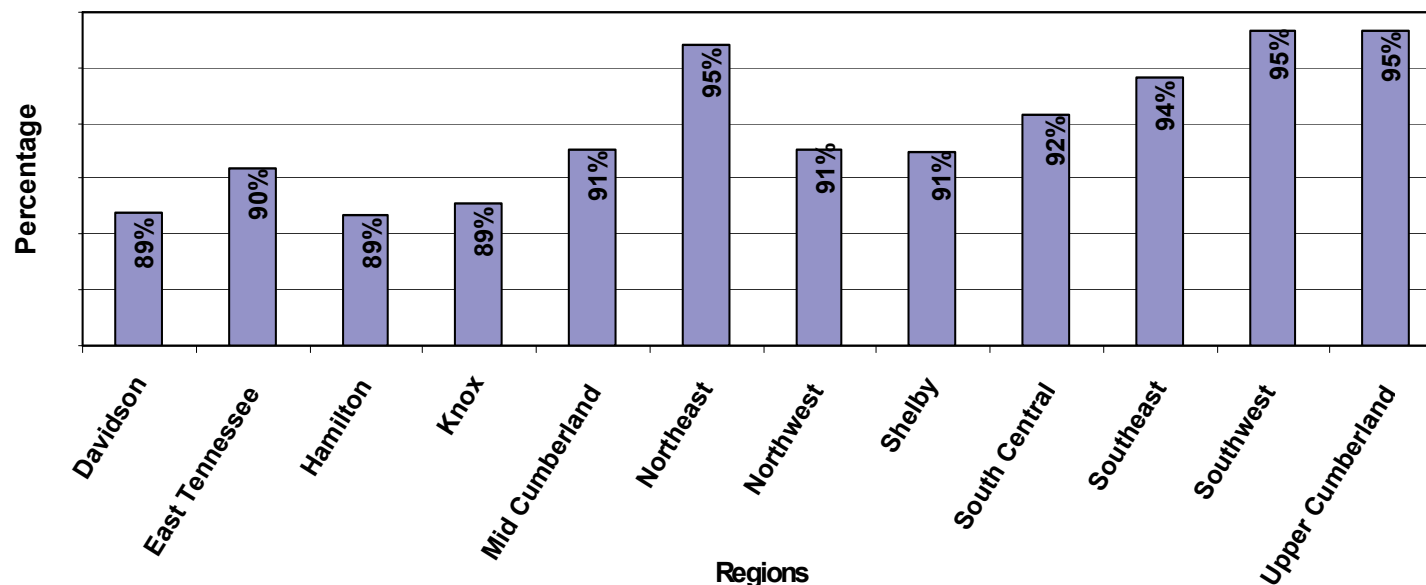
Independent/Transitional Living is responsible for developing a statewide program in concert with the provisions of the Chafee Foster Care Independent Living Program (CFCILP) and the Education and Training Voucher (ETV) Program. This program allows the state to increase its capacity to engage the community and provide culturally sensitive and developmentally age-appropriate services. These services are strengths-based, family-focused, and child-centered, serving youth and young adults ages 14-21 up to their 23rd birthday, who are likely to remain in care and/or age out with independent living services.

Medical and Behavioral Health

The Division of Medical and Behavioral Services was created in 2002 in response to the Brian A. Settlement Agreement and is responsible for reviewing and overseeing the implementation of policies, procedures and practices related to the medical and behavioral health care of children in the care and

custody of the Department of Children's Services. This division oversees practice and policy change concerning protection from harm issues, which include the use of psychotropic medication, as well as the use of seclusion and restraint methods for children in care. This division also functions as the health advocacy area of the Department and promotes improved access to medical and behavioral services for children in state custody or at risk of coming into state custody. This division serves as a liaison for other state agencies and TennCare managed care organizations (MCOs) as well as behavioral health organizations (BHOs). It also aids in departmental implementation of compliance with TennCare issues and assists in developing policies and procedures related to health services for children in custody. Support and technical assistance to the regional health advocacy units is also accomplished through this division. Additionally, the division provides oversight of health services and technical assistance for the departmental residential treatment facilities.

Figure 2: Percent of Children for Whom EPSDT Screening Appointments Were Made and Kept During Fiscal Year July 1, 2003 -June 30, 2004



Office of Juvenile Justice

The Office of Juvenile Justice is responsible for programs providing services to youth adjudicated delinquent in a juvenile court proceeding. Programs include probation and aftercare, the operation of five Youth Development Centers for those who have committed serious offenses, and the operation of ten group homes that serve youth that have committed less serious offenses. The Office of Juvenile Justice is also responsible for the operation of an Observation and Assessment Center. Staff located in each of the Department's 12 regions and the DCS operated facilities serve approximately 9,000 youth annually across the state. This number includes both probationary and custodial youth.

Community Residential Programs

The Department of Children's Services operates ten group homes throughout the state. Group homes are minimum-security, residential programs designed for youth who are adjudicated delinquent and for whom a community placement is appropriate. Each of these homes serves eight youth in a structured setting that focuses primarily on individual treatment needs, academics, and community involvement.

Intensive Aftercare Program

The Department contracts with two private agencies to provide intensive aftercare supervision in Knox and Madison Counties. The Exit Program is located in Knoxville and is administered by the Helen Ross McNabb Center. The Reunion Program is located in Jackson and is administered by Quinco Mental Health Center. These agencies make contact with youth while they are in state custody and support these youth as they return home. Intensive supervision is also provided upon their return home. Agency staff serve as liaisons with educational

programs and facilitate the delivery of mental health services. Both programs have helped to decrease the number of youth who return to the Department's custody.

Juvenile Court Grants

There are three types of juvenile court grant programs: custody prevention, truancy prevention, and child and family intervention. The 23 juvenile court-based grant programs target youth at risk of entering state custody for delinquency as well as truancy or other status offenses. Each program strives to reduce the number of children committed to state custody, reduce the number of children with court charges or petitions filed against them, and improve parental/family involvement.

Community Intervention Services

The Community Intervention Services (CIS) program provides community-based intervention, treatment, and intensive probation services for delinquent youth and their families. The Department contracts with ten service providers across the state to provide intensive probation services in 52 counties. CIS programs serve youth who would otherwise enter state custody due to delinquency, and/or youth who have been released from custody.

Youth Development Centers

The Department of Children's Services operates five Youth Development Centers (YDCs). Each YDC is a hardware-secure, residential facility that provides treatment for delinquent youth ages 13 through 18. Each student receives a comprehensive assessment upon admission and receives an individualized program plan to meet his/her needs. Each YDC provides a full program of education, pre-vocational training, medical services, recreational programs, self-help and independent living skills. Specialty services include therapy for a

broad range of needs, alcohol and drug treatment programs, speech therapy, dental care and behavior management.

Our Youth Development Centers are:

- Woodland Hills Youth Development Center
3965 Stewarts Lane
Nashville, TN 37243-1297;
- New Visions
3981 Stewarts Lane
Nashville, TN 37218;
- Taft Youth Development Center
Route 4, Box 400
Pikeville, TN 37367;
- Wilder Youth Development Center
13870 Highway 59
Post Office Box 639
Somerville, TN 38068;
- Mountain View Youth Development Center
809 Peal Lane
Dandridge, TN 37725.

Special Populations

The Special Populations Unit monitors placements at three facilities in the state:

- Jackson Academy in Dickson, TN;
- First Hospital Corporation (FHC) in Chattanooga;
- Peabody Residential Treatment Center (PRTC).

The Special Populations Unit also monitors placement at Taft Youth Development Center and emergency and standard mental health referrals to regional mental health institutes.

Victim's Assistance Program

The Victim's Assistance Unit provides notification to members of the public of the release of juvenile offenders from a DCS-operated or contracted facility to a home placement. A formal request must be made for this information. These procedures involve all parts of the community, courts, treatment facilities, law enforcement and others. The Victim's Assistance Unit also works with local and statewide victim's services organizations to educate the individual victims and members of the public about the release process. The Unit maintains a registry of victims' service organizations in Tennessee available to inform them about services and advocacy programs.

Probation and Aftercare Services

Probation and Aftercare Services provide case management and supervision to youth who have been adjudicated delinquent and are living at home. These services include regular contact with the youth, their families, their schools, and other involved agencies. Staff members help youth change behaviors and rechannel their energies into developmentally appropriate, legal activities.

Office of Inspector General

The Department of Children's Services primary responsibility is always to protect children from abuse and neglect. In order to achieve this, DCS staff investigates reports of abuse and neglect and works with families to resolve issues that may threaten the safety or well-being of children.

The Office of Inspector General is a new division within the Department of Children's Services. It is charged with providing oversight of most facets of the Department to ensure that children in custody are safe. It is also the responsibility of this office to evaluate, monitor and investigate agencies and services to ensure that children and families receive quality care. Each unit has expertise and experience in program implementation, investigation and accountability.

Internal Audit

Internal Audit ensures departmental fiscal compliance in accordance with all applicable statutes and regulations of law. The unit audits program services, facilities, assets and liabilities, and other areas within the Department. This unit also assists management in evaluating and strengthening internal controls. Internal Audit serves as the liaison to the Office of the Comptroller of the Treasury, and notifies the Comptroller's office of lost or stolen departmental property after a thorough investigation is completed. This unit is also responsible for notifying the Comptroller's office of any misappropriation of state property or monies through employee malfeasance and misfeasance.

Internal Affairs

Internal Affairs is primarily responsible for investigating allegations of malfeasance and nonfeasance by employees, and

criminal violations committed by juvenile offenders while in state custody. The unit is responsible for conducting impartial and prompt professional investigations and administrative reviews, and for ensuring timely adjudication of all allegations of misconduct by the agency and its employees. The units conduct sensitive departmental investigations and background verifications regarding employees, foster parents and adoptive parents. The central office unit is the Department's primary liaison with federal, state and local law enforcement agencies.

Licensure

Licensure is responsible for protecting children who are served by DCS contracted service providers and other contracting agencies. It is also the responsibility of Licensure to establish and enforce standards that provide for children's basic health, safety, and well-being. Licensing staff conducts annual reviews to ensure compliance with standards. In addition, unannounced visits to agencies are conducted on a regular basis, and reviews are also conducted in response to complaints received on agencies.

American Correctional Association Audit

Provides annual inspections, routine consultation and technical assistance to all DCS facilities seeking accreditation through the American Correctional Association (ACA). This staff coordinates all external ACA audits for participating DCS facilities and represents the Department at all subsequent reviews and panel hearings by the Commission on Accreditation. This staff also provides annual review of operational standards at each of the DCS group homes.

Program Accountability Review

Program Accountability Review (PAR) monitors those with whom the Department of Children's Services contracts to provide program services. Monitoring is defined as the review process used to determine a contractor's compliance with the requirements of a state and/or federal program, applicable laws and regulations, and stated results and outcomes.

Special Investigations Unit

The Special Investigations Unit conducts investigations of child abuse and neglect that occur while a child is in DCS custody and residing in a DCS or contract agency placement. This unit is also responsible for investigating allegations of child abuse

or neglect involving non-custodial children such as children in licensed day care facilities, licensed child care agencies, schools, religious organizations or youth groups. The Special Investigations Unit includes 26 staff located across the state to provide rapid response to large-scale investigations and reports of abuse/neglect involving foster homes, group homes, residential homes, day care centers, schools and other third parties. The Special Investigations Unit is also responsible for the investigation of sexual abuse cases involving children under the age of 13 in which the child's family is not familiar with the alleged perpetrator. SIU also conducts investigations into those allegations that would affect the alleged perpetrator's employment or volunteer status as it relates to working with children.

Administration and Training

The Department of Children's Services is dedicated to continuous innovation and improvement. In order to provide quality services, the Department must have the capacity to support the provision of services on a systemic level. This systemic support includes monitoring and measuring outcomes for children and families to evaluate and improve services; developing and maintaining service resources and providers; developing and delivering extensive, ongoing training for staff, foster/adoptive parents, and relative caregivers; and maintaining a fiscal structure to ensure payment for services and maximize funding.

Office of Human Resource Development

Office of Diversity Initiatives

Diversity Initiatives is a relatively new division within DCS. The division initially had responsibility for EEO, Affirmative Action, and Title VI of the Civil Rights Act of 1964. The role of this division has expanded to include being the lead unit within the Department in efforts to increase cultural competency in DCS and provider staff.

Personnel

The Personnel Division assists the Department in the hiring, promotion, and separation process. It administers employee payroll and personal benefits and the Department's Affirmative Action Plan. This division monitors all positions and employee compensation. It conducts the Department's Workers Compensation and Assault Injury case reviews and provides oversight for these cases within the Department. The responsibility for coordinating and administering departmental training on personnel and human resource issues also lies within this Division.

Training and Staff Development

The Division of Training and Staff Development supports all staff of the Department by providing training and educational opportunities for professional development and enhancement, including management, technical, division and program-specific skills. This Division is responsible for identifying training needs, developing appropriate curricula, coordinating

enrollment, and tracking staff attendance at training courses. It oversees and coordinates with private service providers who contract with the Department to ensure that their staff training is comparable to that of DCS. Training is provided through in-house staff members as well as through contracts with state universities, other state departments, and private sector service providers.

Office of Information Technology

Information Technology provides the Department with the computer technology and related support needed to perform its primary business functions.

Infrastructure Development and Support

The Infrastructure Unit maintains almost 4,000 PCs and related equipment in addition to providing help-desk, on-site assistance, production control, and asset management services.

Systems Development and Enhancement, Product Support, Budgeting and Planning, Project Management and Data Quality Units

These units identify business requirements as well as develop and/or purchase software to meet on-going business needs. They implement and maintain the software while identifying and implementing user requirements for the departmental child

welfare information system. This system is being integrated with an off-the-shelf financial system that allows private providers to invoice the state for a child's length of stay through the e-business system.

Office of Performance Enhancement

Quality Assurance/Continuous Quality Improvement

This Division provides oversight regarding the quality of services received by children in custody through the Quality Assurance/Continuous Quality Improvement (QA/CQI) Division, which was organized in October 2001. The Division's mission is to evaluate the effectiveness of the Department in assuring safety, permanency, and well-being for all children in the Department's care. By reviewing the services that children in custody receive from DCS staff and contract providers, QA/CQI will be able to report on the effectiveness of services and inform the Department of areas where improvement is needed.

Ombudsman Unit

The Ombudsman Unit for the Department of Children's Services listens to complaints, answers questions and solves a variety of problems for the benefit of children each year. The Ombudsman Division's purpose is to:

- Communicate the client's concern to the appropriate regional staff and/or Central office staff;

- Coordinate, process and track the resolution of the client's concerns/complaints;
- Conduct management functions as assigned by the Commissioner or Deputy Commissioner;
- Respond to executive and legislative inquiries, conduct investigative research, and serve as an internal/external liaison and agency representative.

Policy, Planning and Research

The Policy, Planning, and Research (PPR) Division coordinates policy development, strategic planning, and research and evaluation activities for the Department. The Division provides senior management with the data and analysis needed to make informed decisions about DCS programs. PPR also coordinates the review of research proposal requests from external researchers in academic institutions or other organizations.

Contract Monitoring

This unit coordinates oversight, management and tracking of contract development. It coordinates collection and dissemination of data pertaining to providers as well as assesses the quality of service provision. Within the Contract Management Unit is the Serious Incident Reporting section. This section reviews all incidents involving children in custody who reside in our residential facilities.

Fiscal Services

Expenditures

During FY 2004, the Department of Children's Services spent a total of \$543,850,100. Figure 4 on the following page summarizes these expenditures by category.

Custody Services - \$215.56 million (39.3% of total revenues). This revenue covers residential contract services, individual foster home care and other custody support services, primarily to meet treatment needs and enhance reunification efforts.

Child and Family Case Management - \$164.56 million (30.26%). This category primarily represents expenditures for the 12 DCS and 12 Community Services Agency regional offices and field staff providing case management services to custodial children, adoption services, non-custodial case management, and child protective services investigations.

Family Support Services - \$35.2 million (6.47%). Family Support Services include purchase of non-custodial intervention/prevention services, family preservation services, family resource centers, regional family support services networks, community intervention grants, child abuse and sexual abuse prevention and counseling services, and juvenile justice prevention and intervention services.

Youth Development Centers - \$39.4 million (7.25%). These are expenditures for the operation of the Department's four secure Youth Development Centers for delinquent youth (Mountain View, Taft, Wilder, Woodland Hills).

Administrative - \$45.1 million (8.3%). Administrative expenditures cover DCS central office administrative operations which include the Commissioner, Deputy Commissioner and all Assistant Commissioners; the TN KIDS information system; DCS divisions of Legal Services, Fiscal Services, Personnel, and Policy, Planning and Research; provider support; institution support; and program support.

Adoption Services - \$32.7 million (6.01%). Adoption Services expenditures represent payments for special needs adoption assistance, adoption recruitment and placement services, and adoption support services.

Community Treatment Centers - \$9.8 million (1.81%). Expenditures for Community Treatment Centers provide for the operation of the Department's 13 group homes, a residential observation and assessment center, and a community educational academy, primarily for delinquent youth.

Revenue

Figure 3 on the following page illustrates the sources of funding for the Department in 2004. State appropriations of \$289,778,700 made up 53.3% of total funding. The major federal funding sources were Title IV-B (\$26,650,700 or 4.9%), Title IV-E (\$36,841,200 or 6.8%), and Social Services Block Grants (\$27,412,800 or 5%). TennCare funds equaling \$148,903,500 represented 27.4% of all funding. The remaining \$14,263,200 which represented 2.6% of expenditures came from a variety of other sources.

Title IV-E is a federal entitlement program. Federal guidelines require that DCS earn reimbursement based upon eligibility criteria for each child served. TennCare is a managed care waiver through which Tennessee operates its Medicaid program. TennCare functions as a capped health care entitlement program. Reimbursement earned by DCS is also based upon eligibility criteria for each child served. TennCare funds are used to reimburse treatment and administration, while Title IV-E funds reimburse room and board, training, and administration. Title IV-B and the Social Services Block Grant are set dollar allocations based upon the state's percentage of the national allotment and are used, in part, to reimburse CAPTA, the Chafee Foster Care Independence Program (CFCIP) and Education and Training Vouchers (ETV).

Figure 3: Revenue for Fiscal Year July 1, 2003 -June 30, 2004

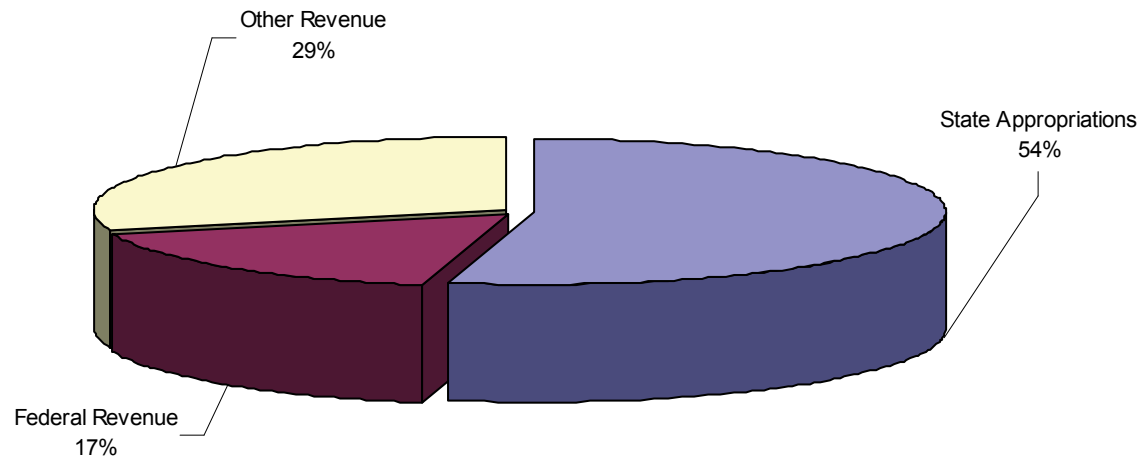


Figure 4: Expenditures for Fiscal Year July 1, 2003 -June 30, 2004

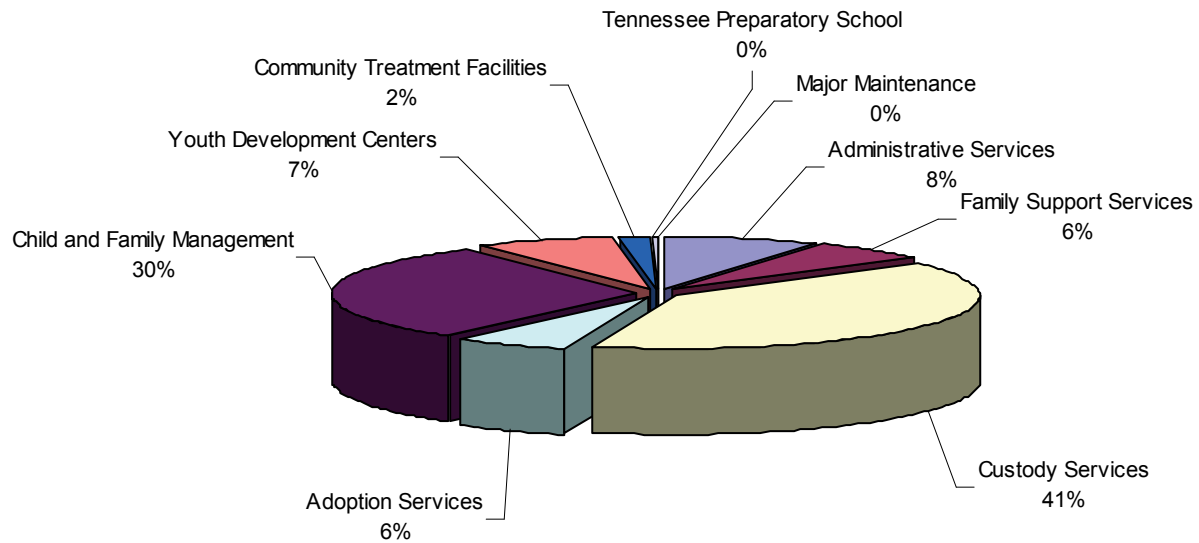


Figure 5: Of All Children Who Entered Care During the Year, What Percentage Reentered Within 12 Months of a Prior Foster Care Episode? (National AFCARS Standard $\leq 8.6\%$)

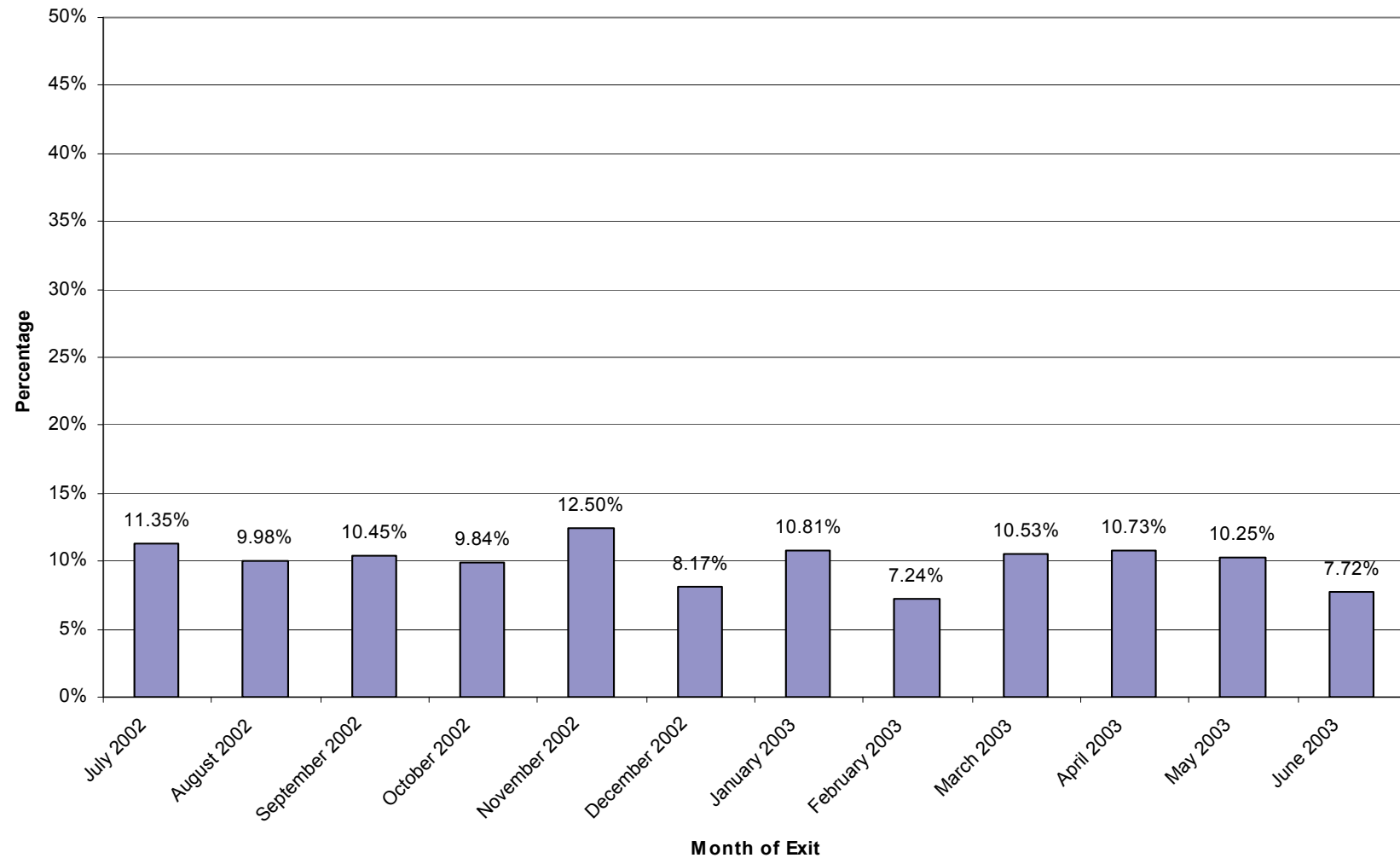


Table 3: Of The Children in Foster Care for Less Than 12 Months, What Percentage Had No More Than 2 Placement Settings? (National Standard ≥ 86.7)

Movement Frequency *		
Number of Movements	Number	Percent
One - Two	5044	56.6%
Three - Five	2797	31.4%
Six - Eight	683	7.7%
Nine - Ten	168	1.9%
More than Ten	215	2.4%
Total	8907	100.0%
Placement Frequency **		
Number of Placements	Number	Percent
One - Two	6066	70.0%
Three - Five	2062	23.8%
Six - Eight	405	4.7%
Nine - Ten	60	0.7%
More than Ten	67	0.8%
Total	8660	100.0%

*Temporary breaks in placement are counted here. This includes In-Home and Trial Home Visit placements, children on runaway status, In-Patient Psychiatric Care and Medical/Surgical Hospital stays of less than 10 days.

**Temporary breaks in placement are excluded from these counts.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 6: Sole and Concurrent Goals of Adoption on June 30, 2004 and the Number of Finalized Adoptions in FY03-04

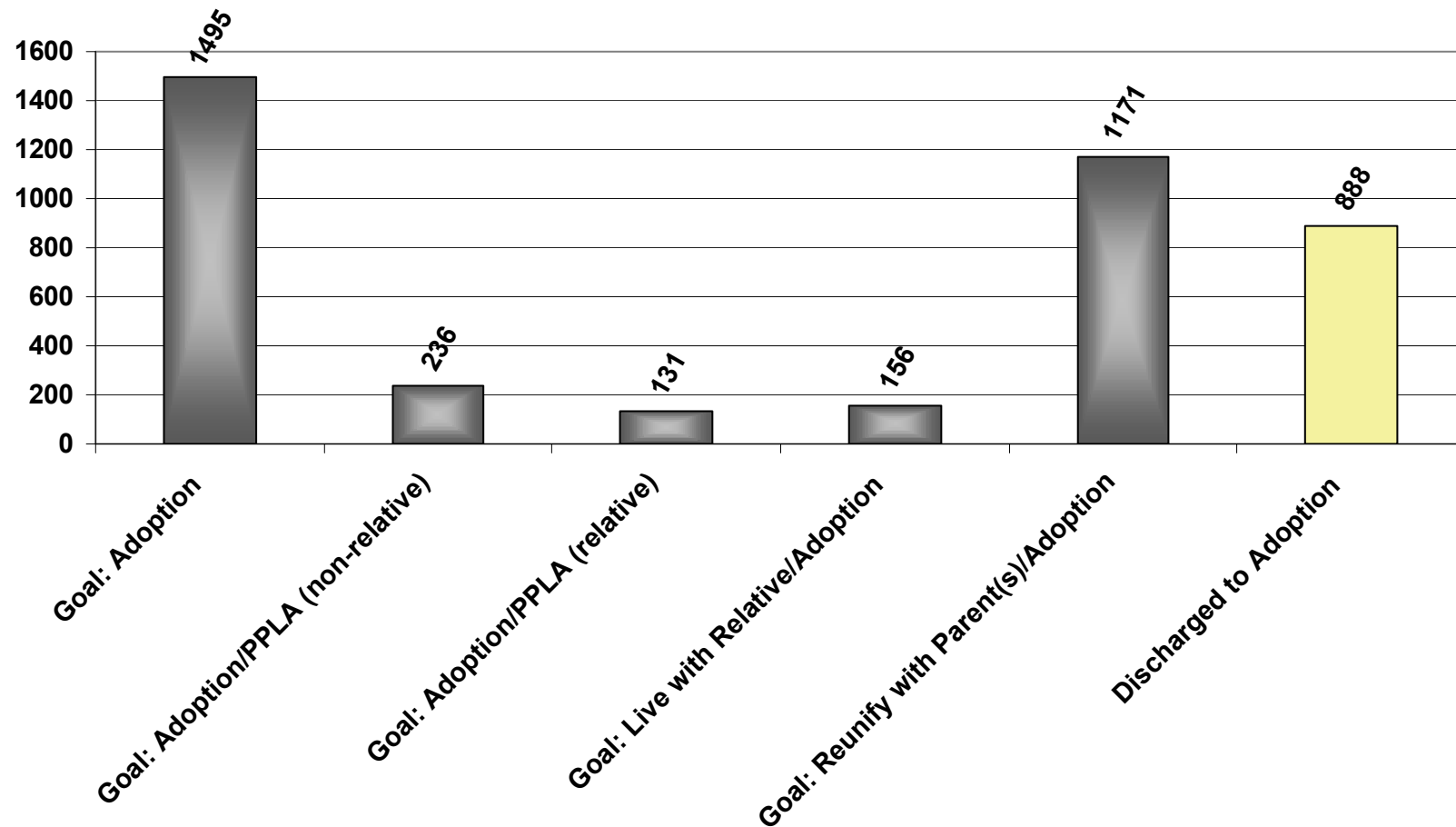


Figure 7:
Length of Time
to Adoption
FY03-04

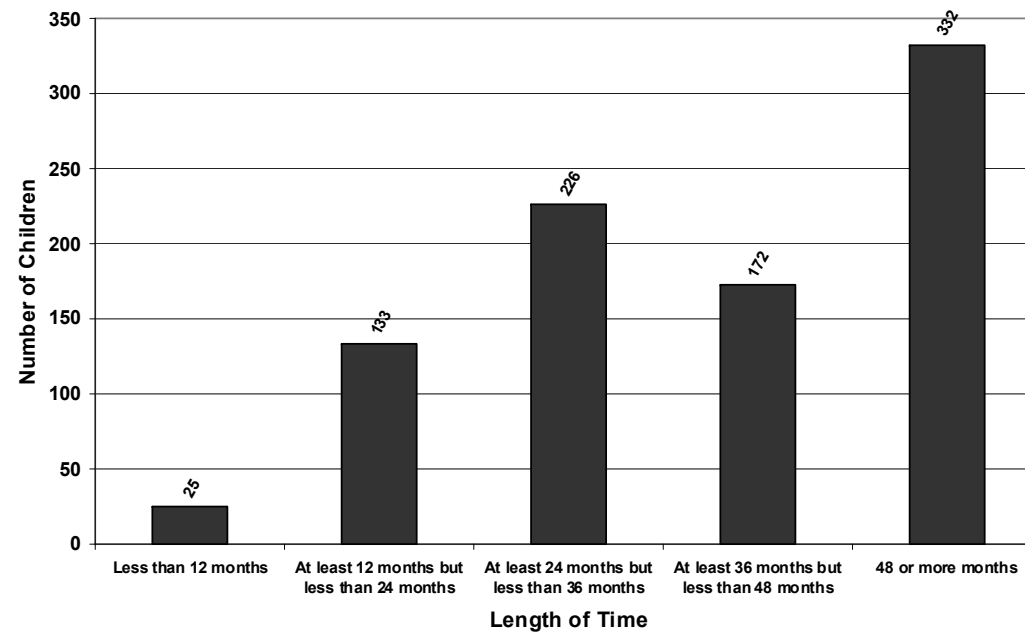
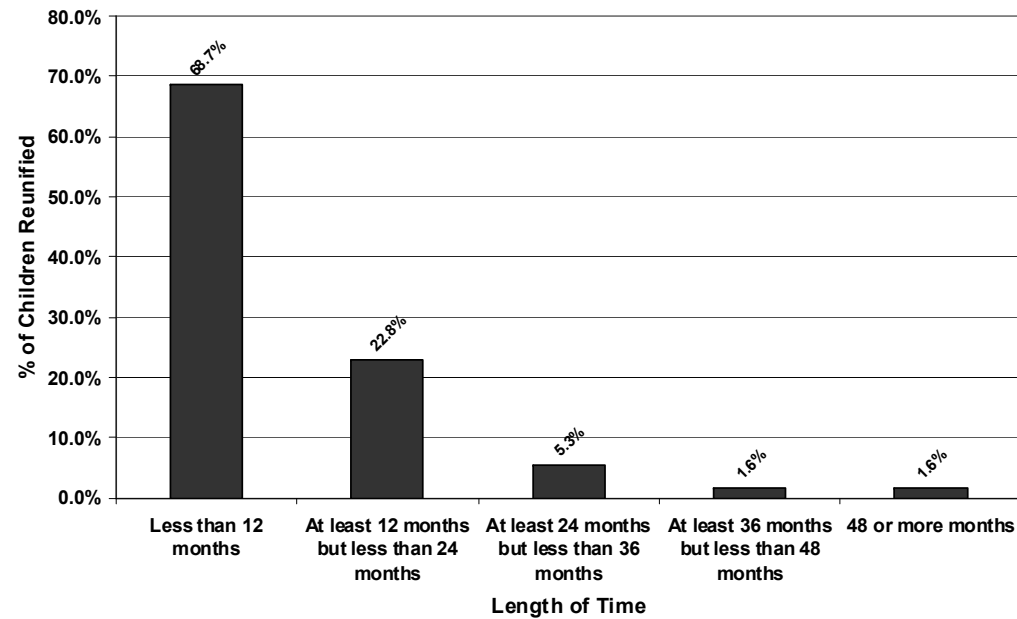
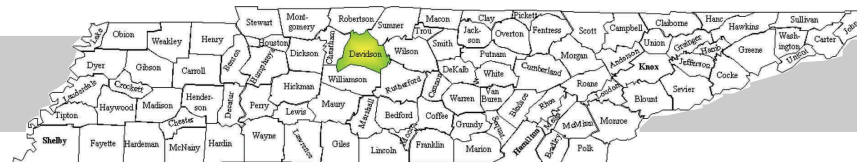


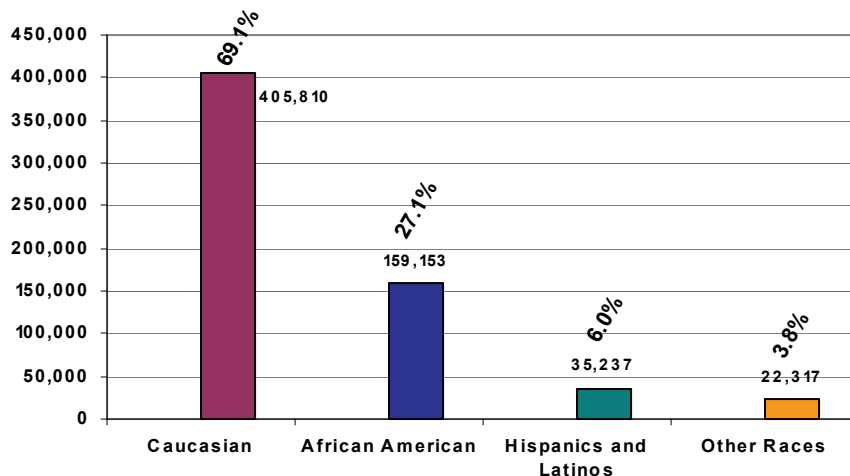
Figure 8:
Length of Time
to Reunification
FY03-04



Davidson County Region



Total Population— 587,279*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Population ages 18 & under as of June 30, 2004— 128,745

Number of children in care as of June 30, 2004—1,135

The Davidson County Region is a single-county region located in Middle Tennessee. It includes the city of Nashville where the regional office is located. The region has a staff of 230 who assist in the provision of services to the children and families of Davidson County. Davidson County is the fourth largest region in the state based on the number of children in custody.

(Data Source: TN KIDS)

Table 4: Placement Settings for Children In Care In the Davidson County Region as of June 30, 2004

Placement Levels of Care	Number of Children	Percent
Acute	1	0.1%
Foster Care	62	5.5%
Foster Care Medically Fragile	4	0.4%
Foster Care Therapeutic	27	2.4%
Level 1	31	2.7%
Level 2	84	7.4%
Level 2 Continuum	105	9.3%
Level 2 Special Needs	6	0.5%
Level 2 Special Population	13	1.1%
Level 3	29	2.6%
Level 3 Continuum	49	4.3%
Level 3 Continuum Special Needs	10	0.9%
Level 4	9	0.8%
Level of care designation not required *	705	62.1%
Total	1135	100.0%

* Level of care designation not required on all placement settings. For example, Youth Development Centers, In-Home, Trial Home Visit, Run-away, etc.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 9: Children in Custody in the Davidson County Region By Age Group Compared with Statewide Totals as of June 30, 2004

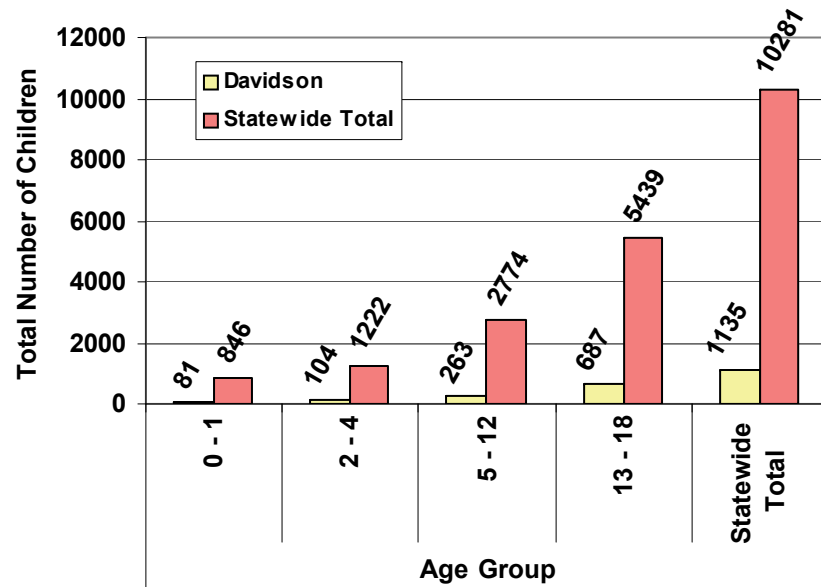


Figure 10: Children in Custody in the Davidson County Region By Gender as of June 30, 2004

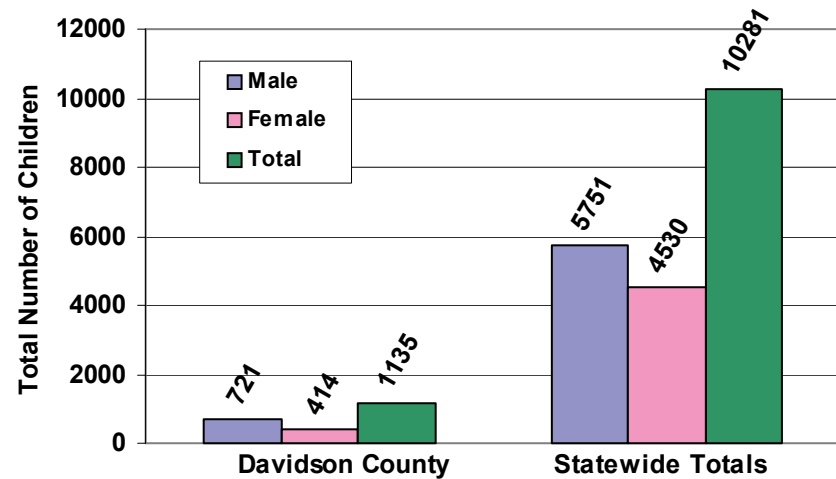


Figure 11: Children in Custody in the Davidson County Region By Race/Ethnicity as of June 30, 2004

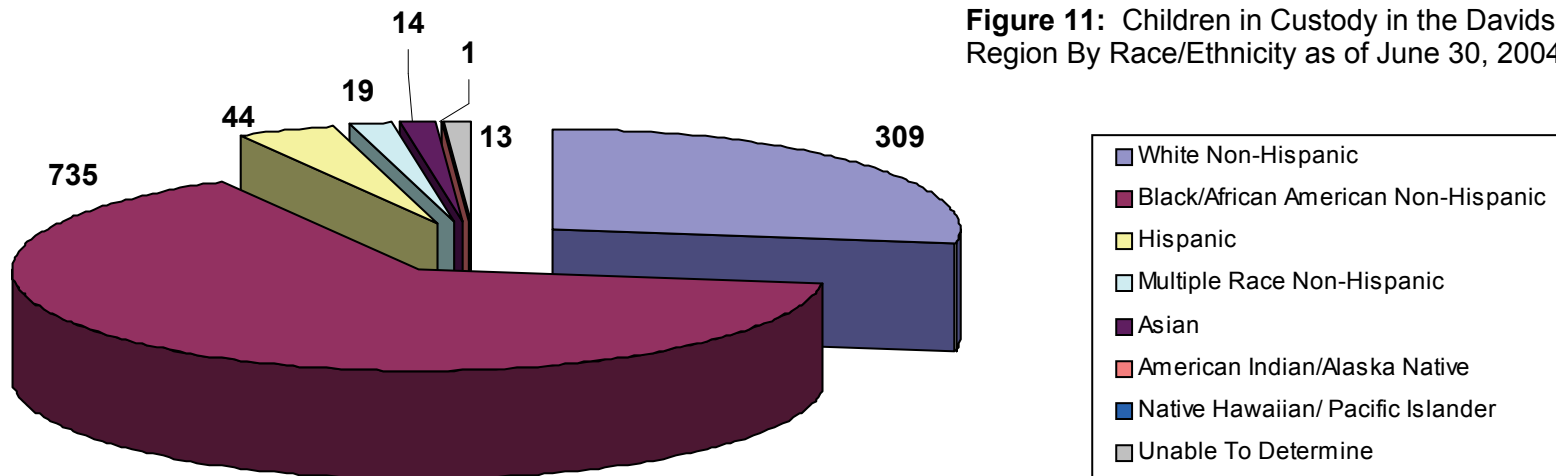
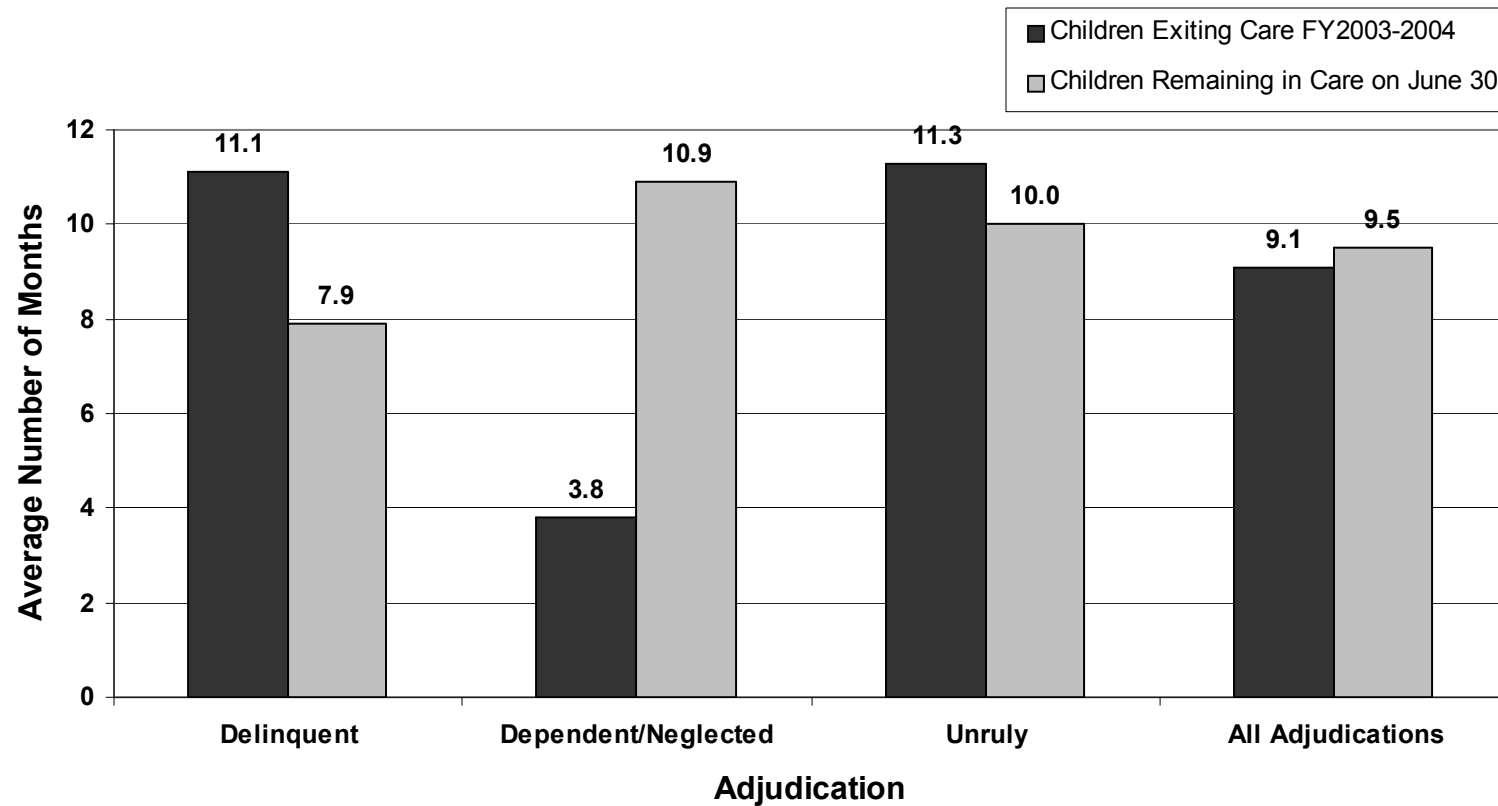


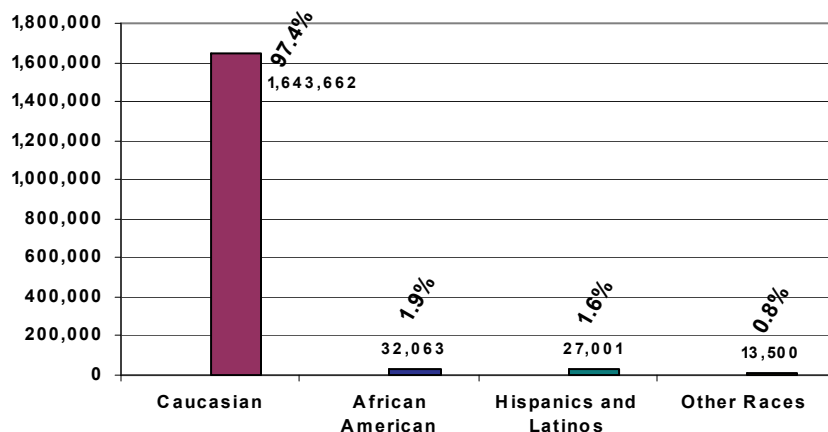
Figure 12: Length of Stay in Care by Adjudication in the Davidson County Region as of June 30, 2004



East Tennessee Region



Total Population—1,687,538*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Population ages 18 & under as of June 30, 2004—158,527

Number of children in care as of June 30, 2004—1,278

The East Tennessee Region includes 15 counties with the regional office located in Clinton. There are 306 staff members who support service delivery. The 15 counties in the East Region are: Anderson, Blount, Campbell, Clairborne, Cocke, Grainger, Hamblen, Jefferson, Loudon, Monroe, Morgan, Roane, Scott, Sevier, and Union.

In Fiscal Year 2004, East Tennessee was the second largest region based on the number of children in custody.

(Data Source: TN KIDS)

Table 5: Placement Settings for Children In Care In the East Tennessee Region as of June 30, 2004

Placement Levels of Care	Number of Children	Percent
Acute	5	0.4%
Foster Care	29	2.3%
Foster Care Medically Fragile	3	0.2%
Foster Care Therapeutic	0	0.0%
Level 1	168	13.1%
Level 2	64	5.0%
Level 2 Continuum	128	10.0%
Level 2 Special Needs	1	0.1%
Level 2 Special Population	15	1.2%
Level 3	25	2.0%
Level 3 Continuum	50	3.9%
Level 3 Continuum Special Needs	1	0.1%
Level 4	3	0.2%
Level of care designation not required *	786	61.5%
Total	1278	100.0%

* Level of care designation not required on all placement settings. For example, Youth Development Centers, In-Home, Trial Home Visit, Run-away, etc.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 13: Children in Custody in the East Tennessee Region By Age Group Compared with Statewide Totals as of June 30, 2004

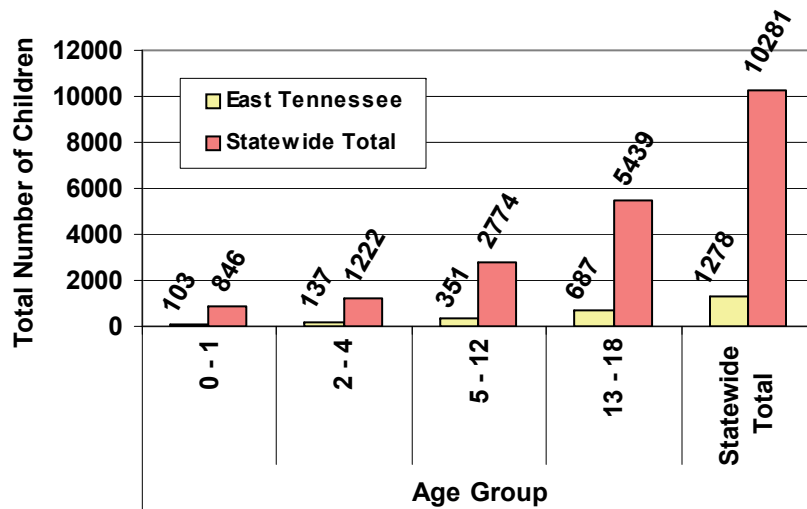


Figure 14: Children in Custody in the East Tennessee Region By Gender as of June 30, 2004

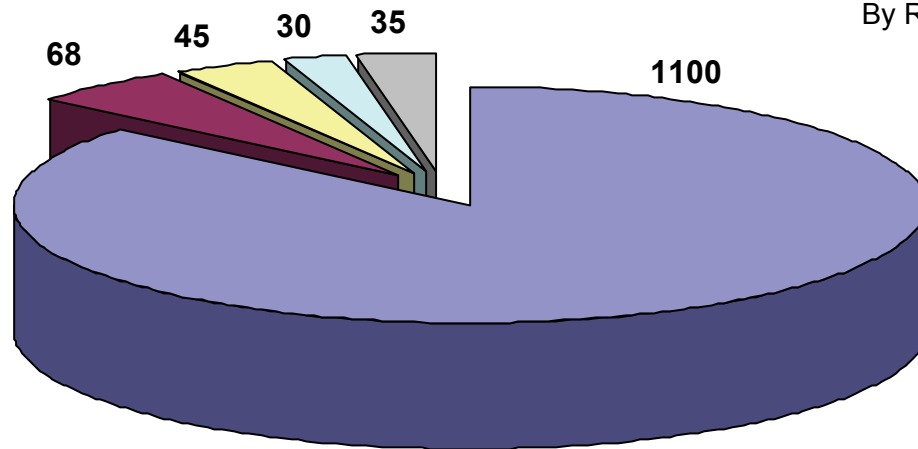
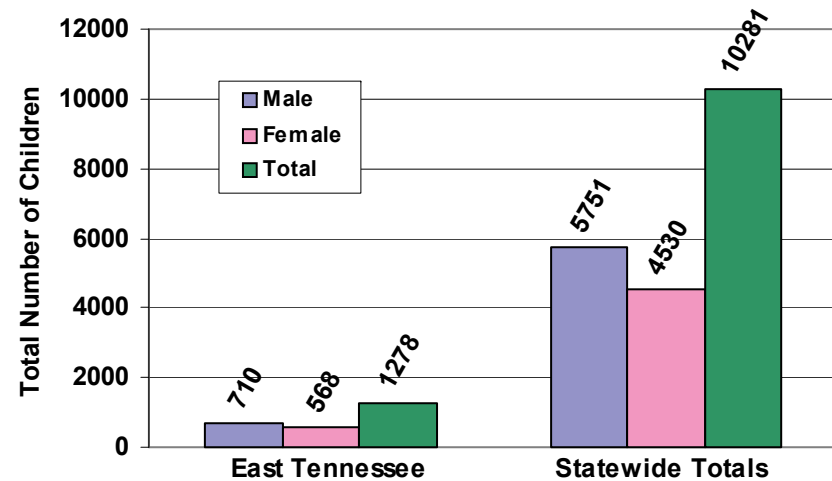


Figure 15: Children in Custody in the East Tennessee Region By Race/Ethnicity as of June 30, 2004

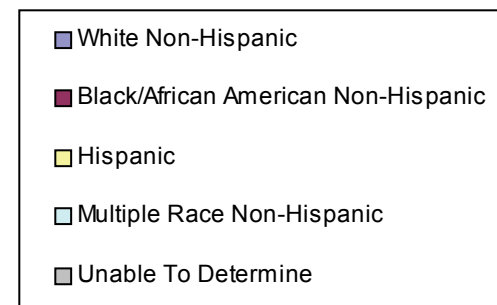
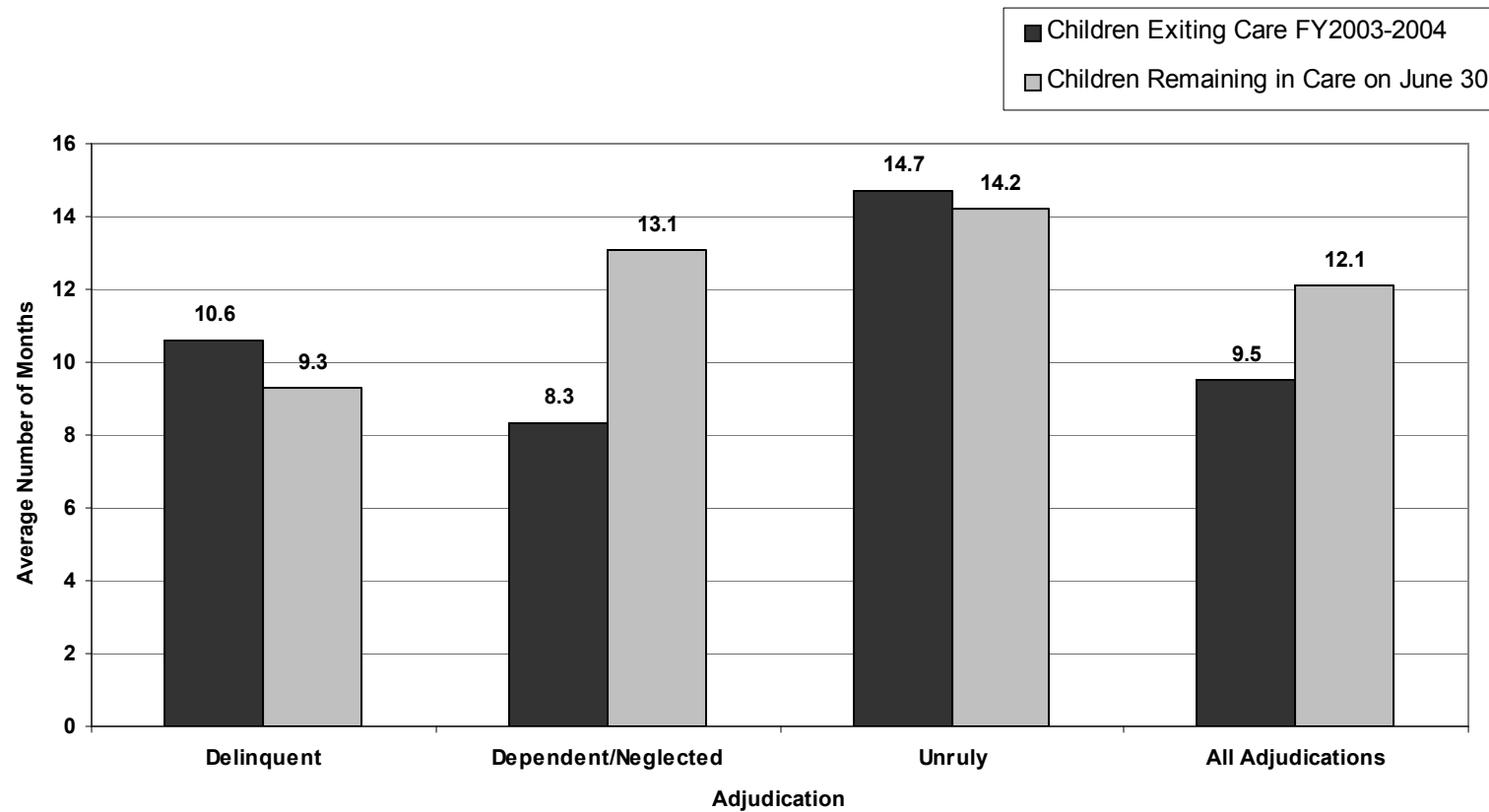


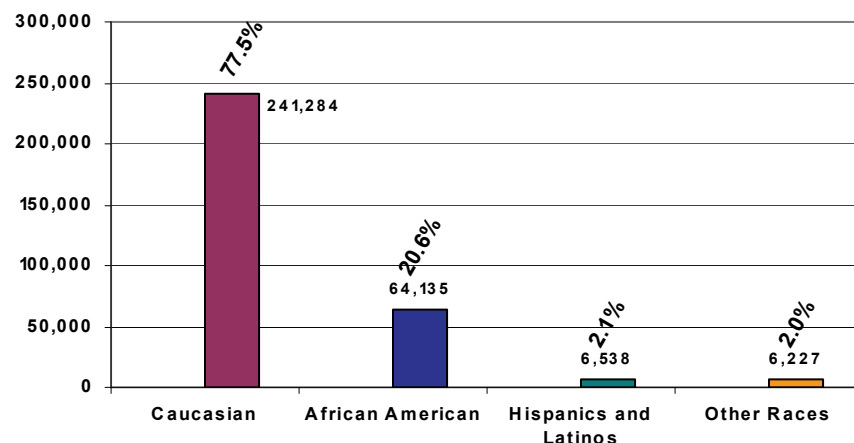
Figure 16: Length of Stay in Care by Adjudication in the East Tennessee Region as of June 30, 2004



Hamilton County Region



Total Population—311,334*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Population ages 18 & under—70,397

Number of children in care—584

Hamilton County is a single-county region located in central Tennessee and is surrounded by the Southeast Region. It includes the county seat of Chattanooga as well as all other cities and municipalities within the county's geographic boundaries. The region employs 116 staff.

Based on the number of children in custody, Hamilton County ranks tenth among the twelve regions with 584 children.

(Data Source: TN KIDS)

Table 6: Placement Settings for Children In Care In the Hamilton County Region as of June 30, 2004

Placement Levels of Care	Number of Children	Percent
Acute	1	0.2%
Foster Care	53	9.1%
Foster Care Medically Fragile	3	0.5%
Foster Care Therapeutic	8	1.4%
Level 1	50	8.6%
Level 2	31	5.3%
Level 2 Continuum	56	9.6%
Level 2 Special Needs	0	0.0%
Level 2 Special Population	0	0.0%
Level 3	18	3.1%
Level 3 Continuum	33	5.7%
Level 3 Continuum Special Needs	1	0.2%
Level 4	7	1.2%
Level of care designation not required *	323	55.3%
Total	584	100.0%

* Level of care designation not required on all placement settings. For example, Youth Development Centers, In-Home, Trial Home Visit, Run-away, etc.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 18: Children in Custody in the Hamilton County Region By Age Group Compared with Statewide Totals as of June 30, 2004

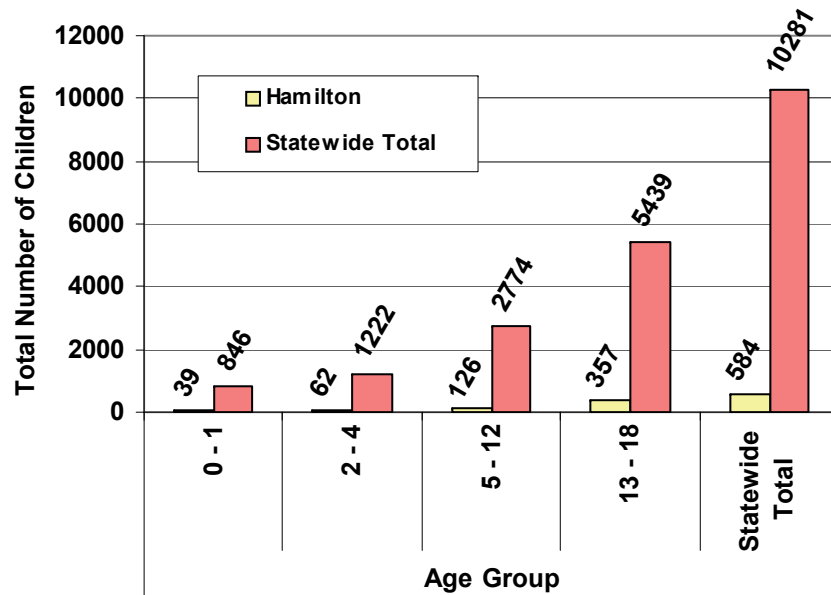


Figure 19: Children in Custody in the Hamilton County Region By Gender as of June 30, 2004

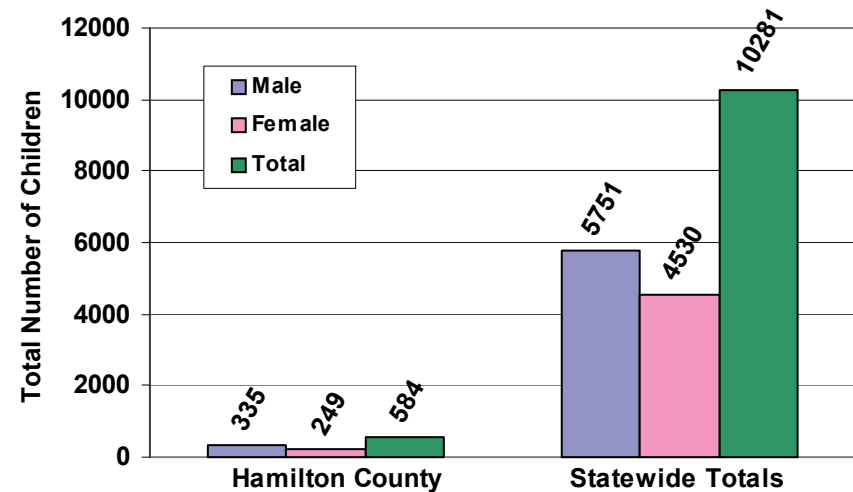


Figure 20: Children in Custody in the Hamilton County Region By Race/Ethnicity as of June 30, 2004

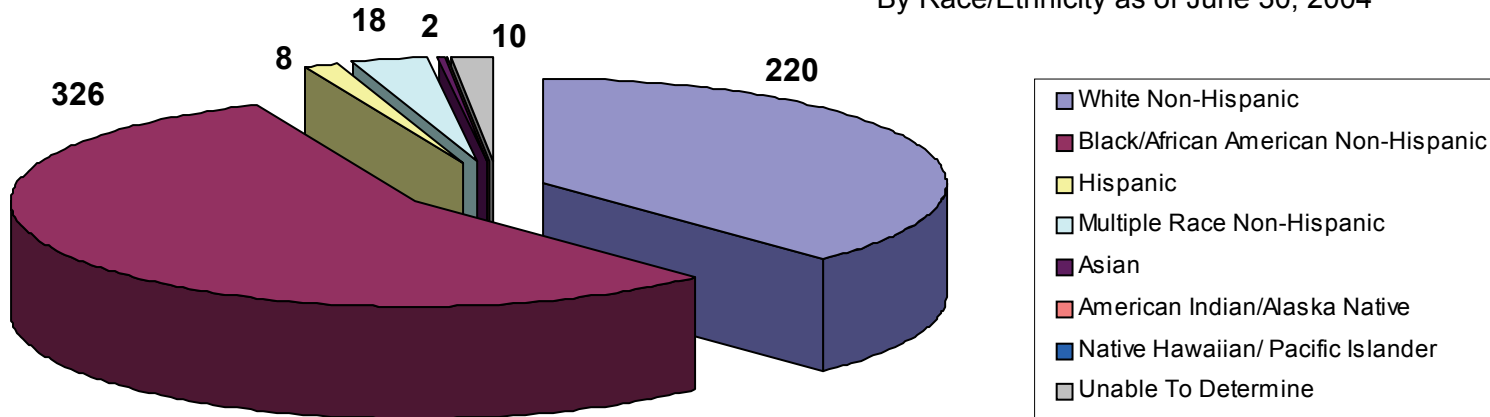
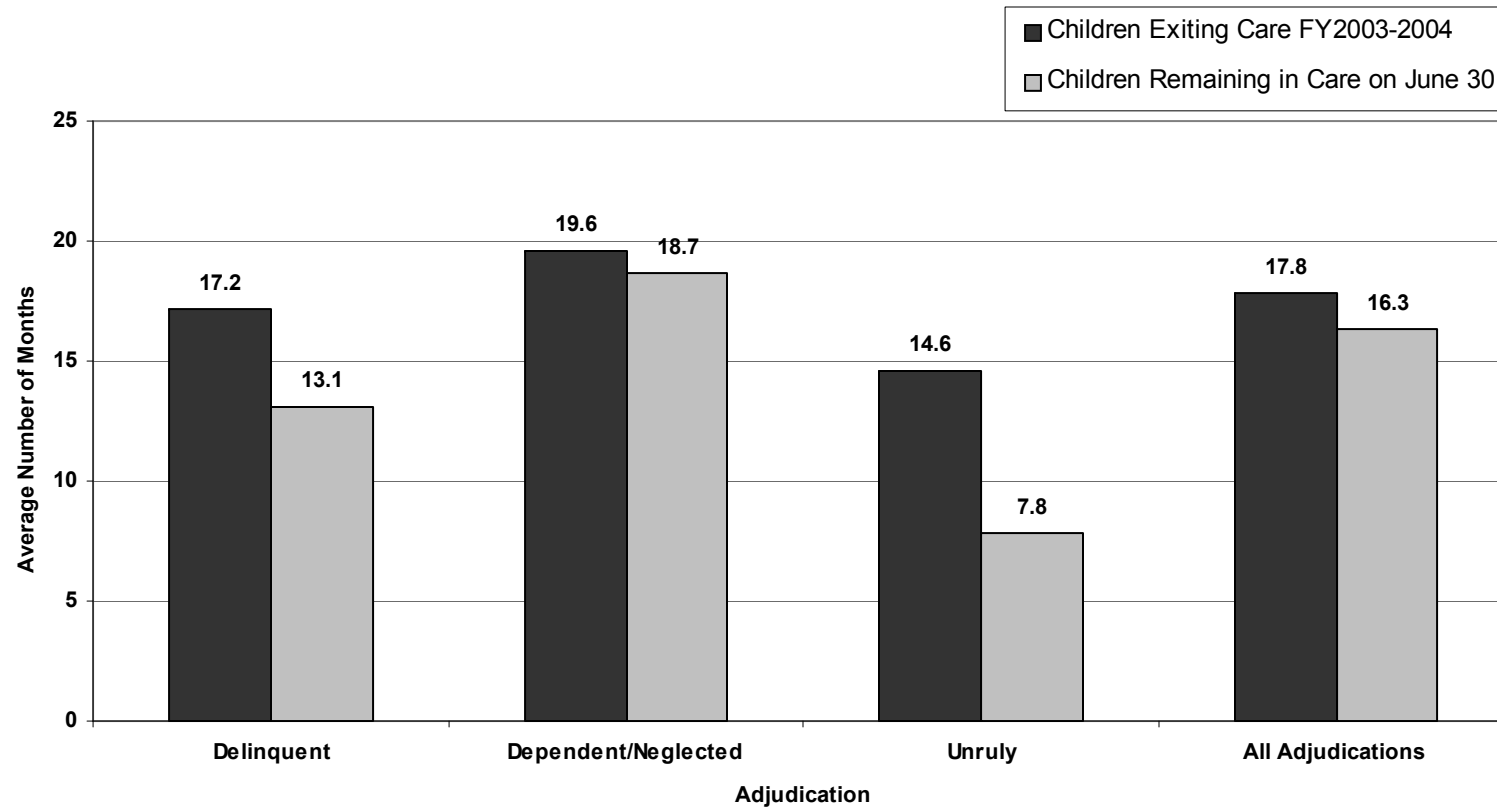


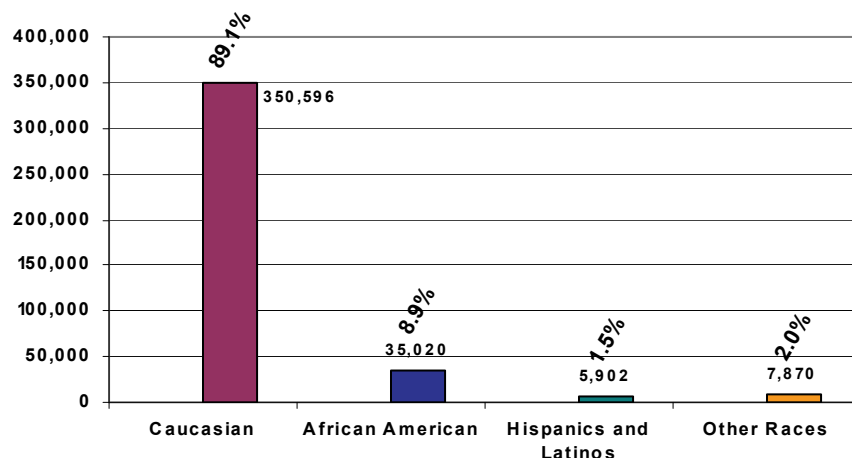
Figure 21: Length of Stay in Care by Adjudication in the Hamilton County Region as of June 30, 2004



Knox County Region



Total Population—393,486*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Population ages 18 & under—87,424

Number of children in care—626

Knox County, which includes the city of Knoxville, is the third largest metropolitan area in Tennessee. It is located in the Tennessee Valley of East Tennessee between the Cumberland Mountains and the Great Smoky Mountains National Park. The county is a mixture of suburban and rural areas. The regional office is located in Knoxville. There are 150 DCS staff located throughout the region.

Based on the number of children in care, Knox County is the eighth largest region in the state. It had 626 children in custody on June 30, 2004.

(Data Source: TN KIDS)

Table 7 : Placement Settings for Children In Care In the Knox County Region as of June 30, 2004

Placement Levels of Care	Number of Children	Percent
Acute	1	0.2%
Foster Care	105	16.8%
Foster Care Medically Fragile	5	0.8%
Foster Care Therapeutic	0	0.0%
Level 1	70	11.2%
Level 2	32	5.1%
Level 2 Continuum	68	10.9%
Level 2 Special Needs	1	0.2%
Level 2 Special Population	8	1.3%
Level 3	16	2.6%
Level 3 Continuum	23	3.7%
Level 3 Continuum Special Needs	4	0.6%
Level 4	5	0.8%
Level of care designation not required *	288	46.0%
Total	626	100.0%

* Level of care designation not required on all placement settings. For example, Youth Development Centers, In-Home, Trial Home Visit, Run-away, etc.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 22: Children in Custody in the Knox County Region By Age Group Compared with Statewide Totals as of June 30, 2004

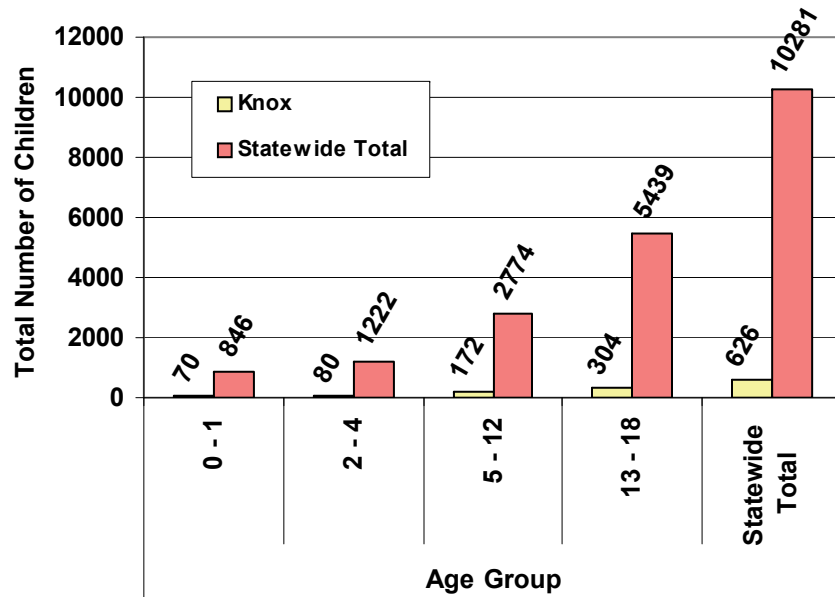


Figure 23: Children in Custody in the Knox County Region By Gender as of June 30, 2004

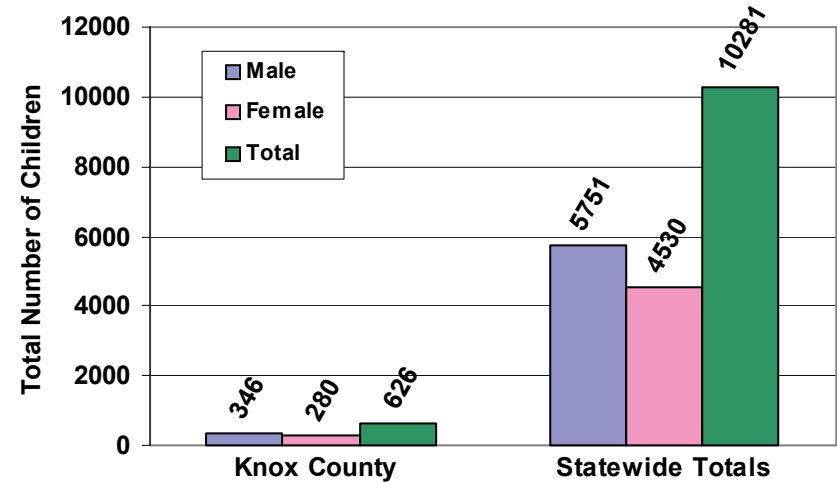


Figure 24: Children in Custody in the Knox County Region By Race/Ethnicity as of June 30, 2004

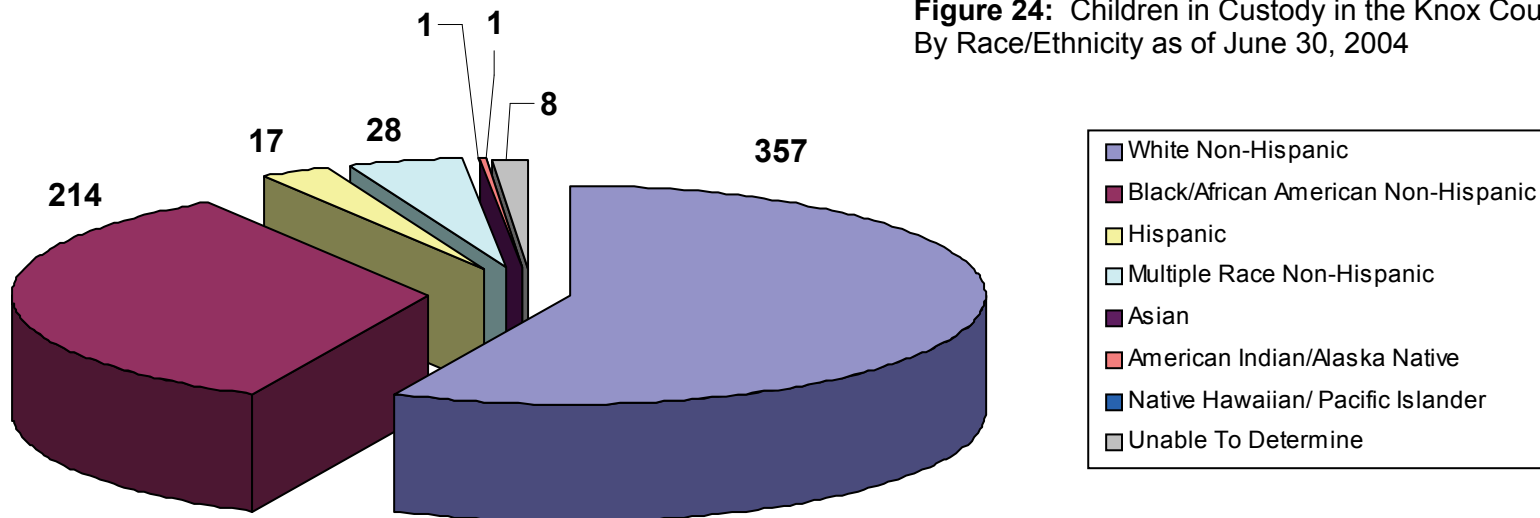
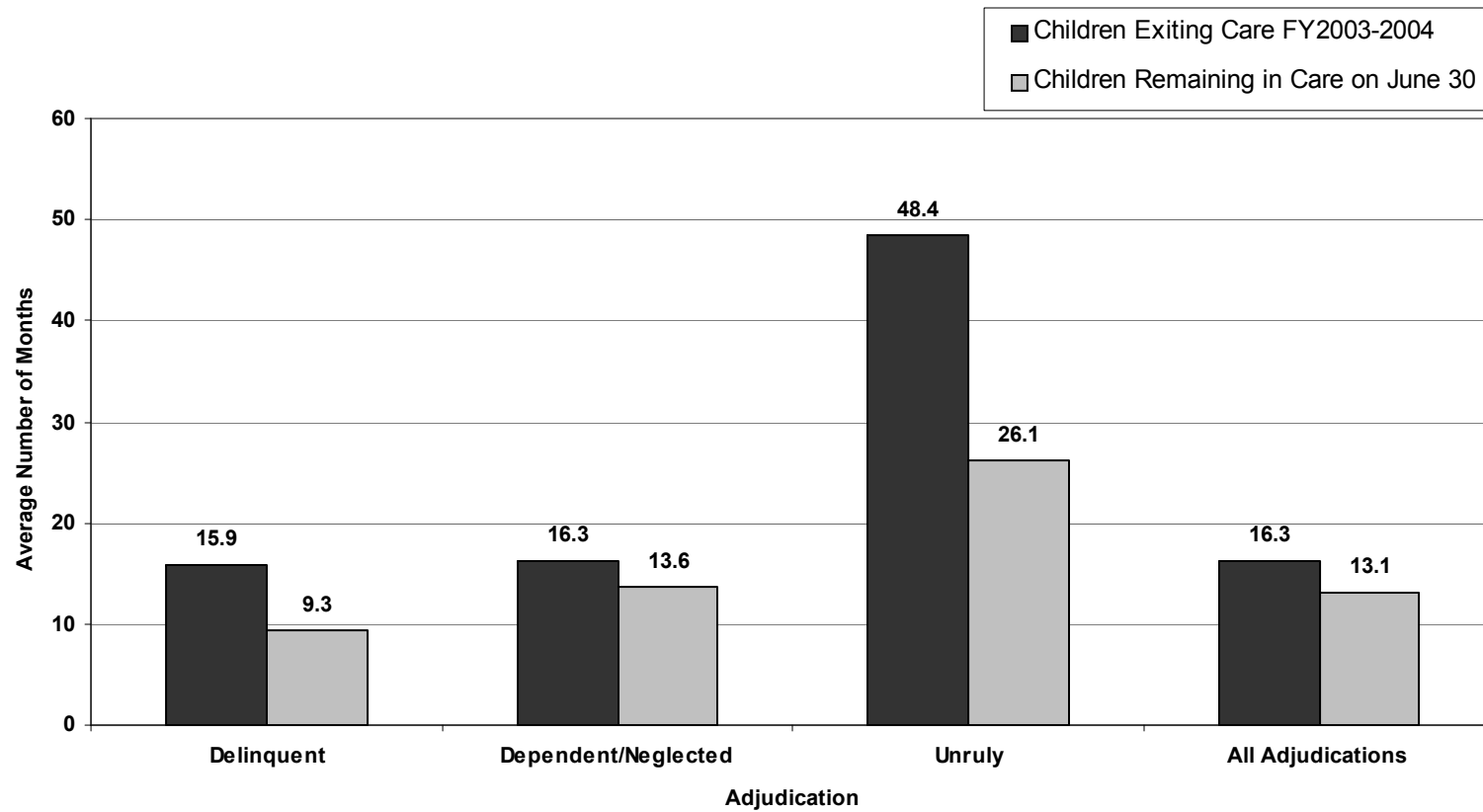


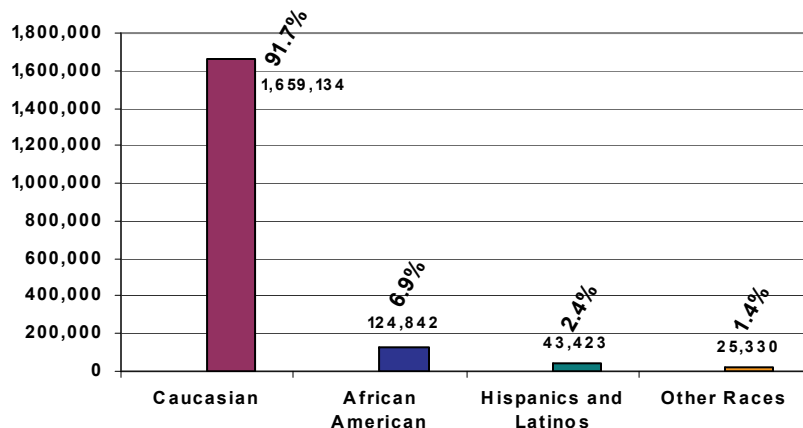
Figure 25: Length of Stay in Care by Adjudication in the Knox County Region as of June 30, 2004



Mid-Cumberland Region



Total Population—1,809,306*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Population ages 18 & under—243,408

Number of children in care—1,221

The Mid-Cumberland Region makes up the largest geographic area in the state. It consists of the urban and rural counties surrounding Metro Nashville. The 12 counties are: Cheatham, Dickson, Houston, Humphreys, Montgomery, Robertson, Ruthersford, Stewart, Sumner, Trousdale, Williamson and Wilson. The regional office is located in Murfreesboro. The U.S. military installation Ft. Campbell spans Montgomery and Stewart counties in Tennessee and Kentucky. Child Protective Services, Social Services and Juvenile Justice staff all deal with military families in this area. Their caseloads are unique because of military protocol. The region has 342 employees.

Table 8: Placement Settings for Children In Care In the Mid-Cumberland Region as of June 30, 2004

Placement Levels of Care	Number of Children	Percent
Acute	4	0.3%
Foster Care	82	6.7%
Foster Care Medically Fragile	2	0.2%
Foster Care Therapeutic	26	2.1%
Level 1	200	16.4%
Level 2	121	9.9%
Level 2 Continuum	105	8.6%
Level 2 Special Needs	2	0.2%
Level 2 Special Population	11	0.9%
Level 3	46	3.8%
Level 3 Continuum	44	3.6%
Level 3 Continuum Special Needs	5	0.4%
Level 4	6	0.5%
Level of care designation not required *	567	46.4%
Total	1221	100.0%

* Level of care designation not required on all placement settings. For example, Youth Development Centers, In-Home, Trial Home Visit, Runaway, etc.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Based on the number of children in custody, Mid-Cumberland is the third largest of the twelve regions with 1,221 children.

(Data Source: TN KIDS)

Figure 26: Children in Custody in the Mid-Cumberland Region By Age Group Compared with Statewide Totals as of June 30, 2004

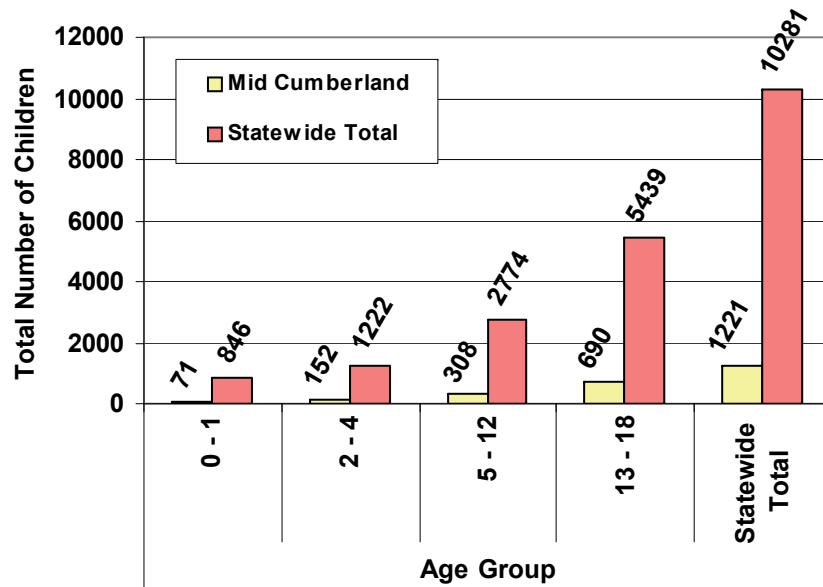


Figure 27: Children in Custody in the Mid-Cumberland Region By Gender as of June 30, 2004

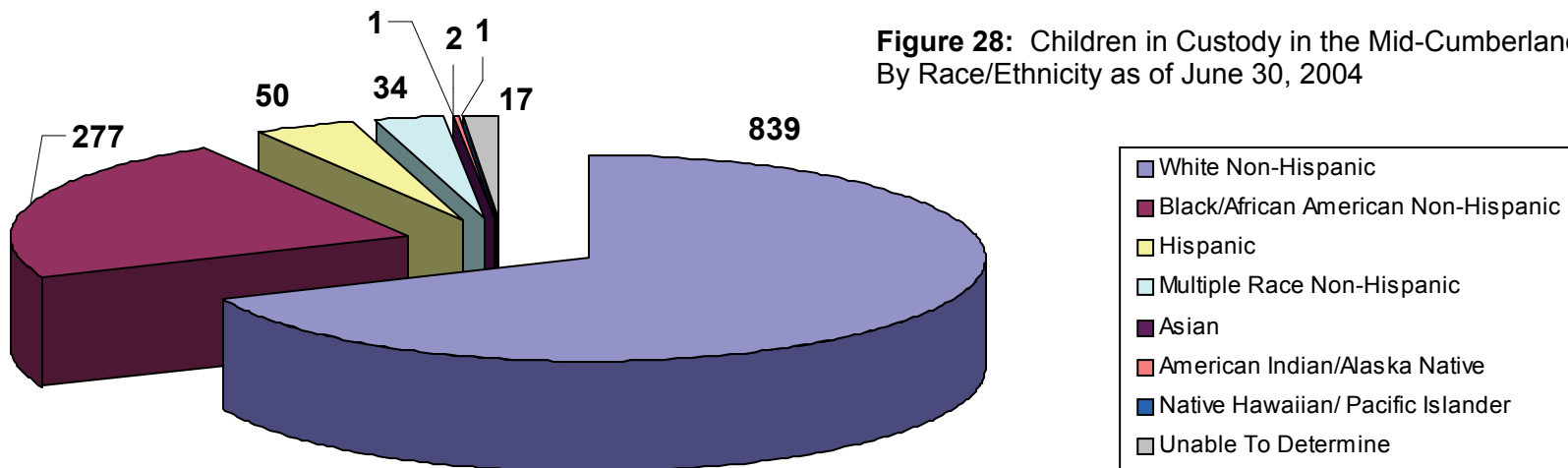
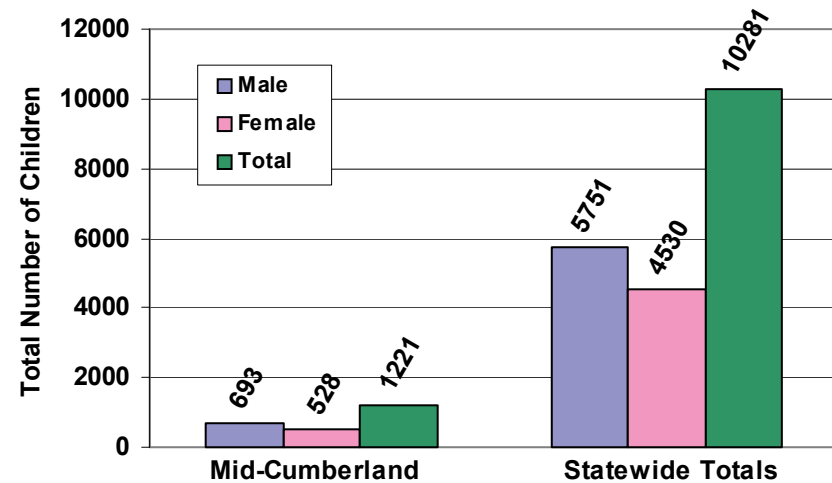
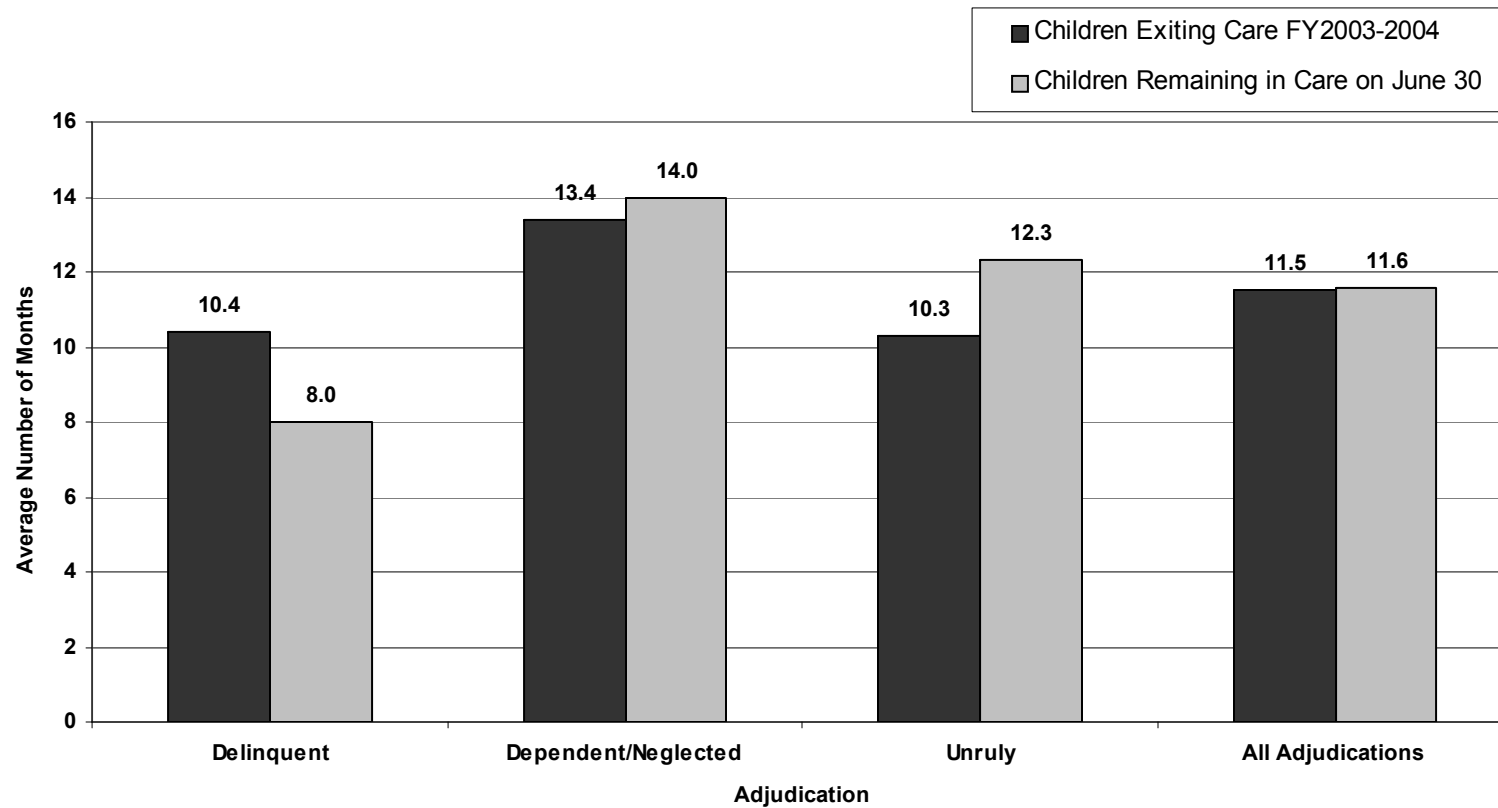


Figure 28: Children in Custody in the Mid-Cumberland Region By Race/Ethnicity as of June 30, 2004

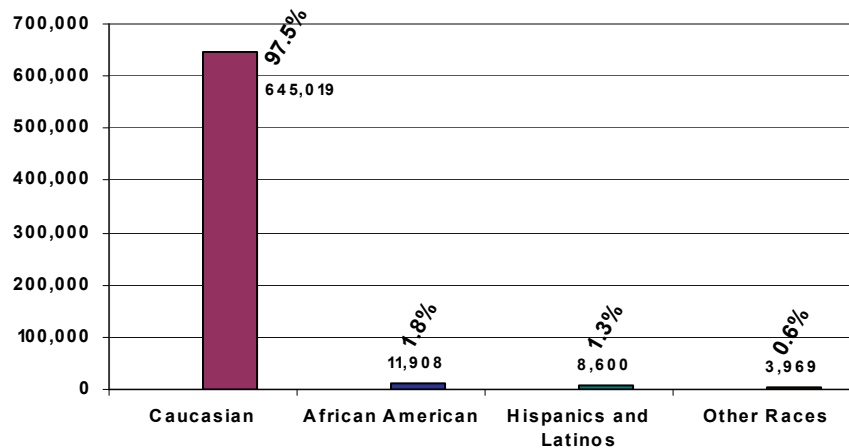
Figure 29: Length of Stay in Care by Adjudication in the Mid-Cumberland Region as of June 30, 2004



Northeast Region



Total Population—661,558*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Population ages 18 & under—105,474

Number of children in care—972

The Northeast Region is located in the extreme northeastern part of the state with the regional office in Johnson City. The region comprises eight counties, and has 224 staff providing services. The eight counties are: Carter, Greene, Hancock, Hawkins, Johnson, Sullivan, Unicoi and Washington.

The Northeast Region is the fifth largest with 972 children in custody.

(Data Source: TN KIDS)

Table 9: Placement Settings for Children In Care In the Northeast Region as of June 30, 2004

Placement Levels of Care	Number of Children	Percent
Acute	5	0.5%
Foster Care	87	9.0%
Foster Care Medically Fragile	4	0.4%
Foster Care Therapeutic	1	0.1%
Level 1	61	6.3%
Level 2	69	7.1%
Level 2 Continuum	112	11.5%
Level 2 Special Needs	0	0.0%
Level 2 Special Population	5	0.5%
Level 3	41	4.2%
Level 3 Continuum	30	3.1%
Level 3 Continuum Special Needs	5	0.5%
Level 4	3	0.3%
Level of care designation not required *	549	56.5%
Total	972	100.0%

* Level of care designation not required on all placement settings. For example, Youth Development Centers, In-Home, Trial Home Visit, Run-away, etc.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 30: Children in Custody in the Northeast Region By Age Group Compared with Statewide Totals as of June 30, 2004

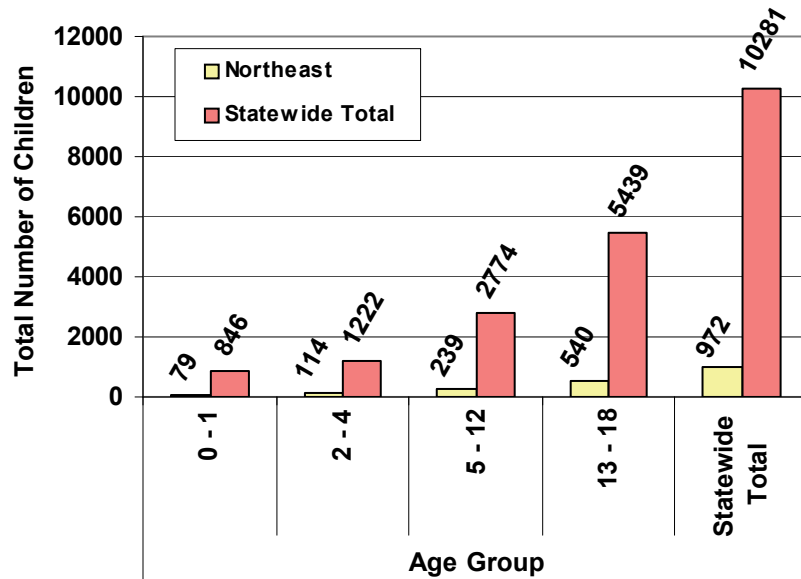


Figure 31: Children in Custody in the Northeast Region By Gender as of June 30, 2004

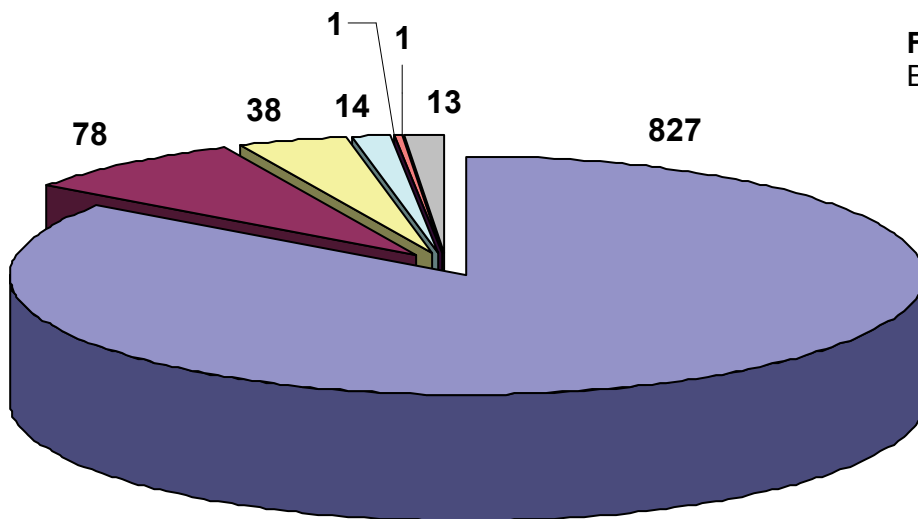
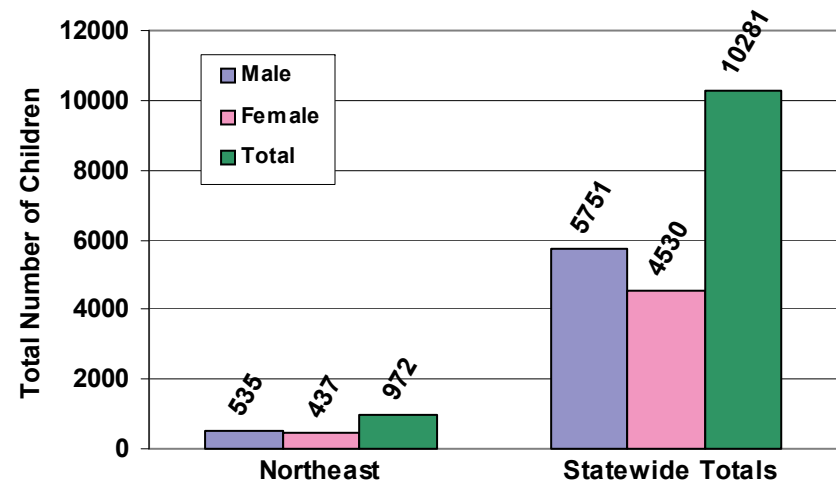


Figure 32: Children in Custody in the Northeast Region By Race/Ethnicity as of June 30, 2004

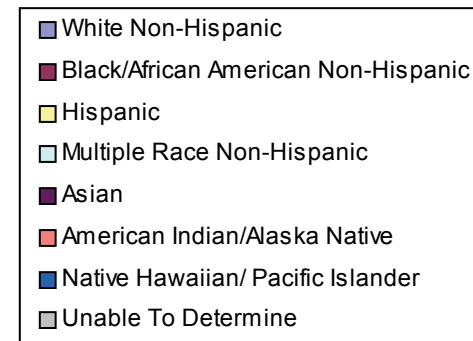
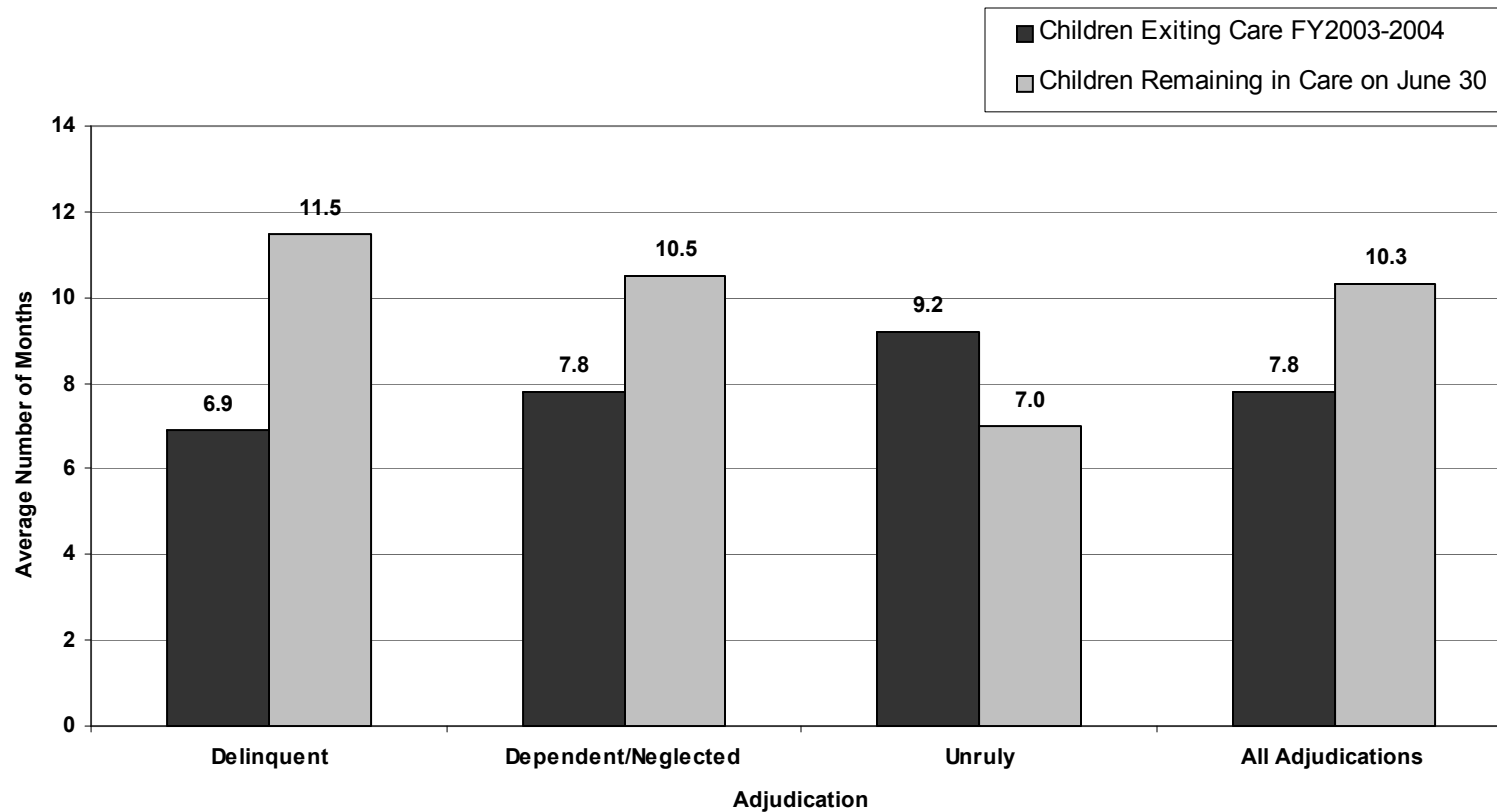


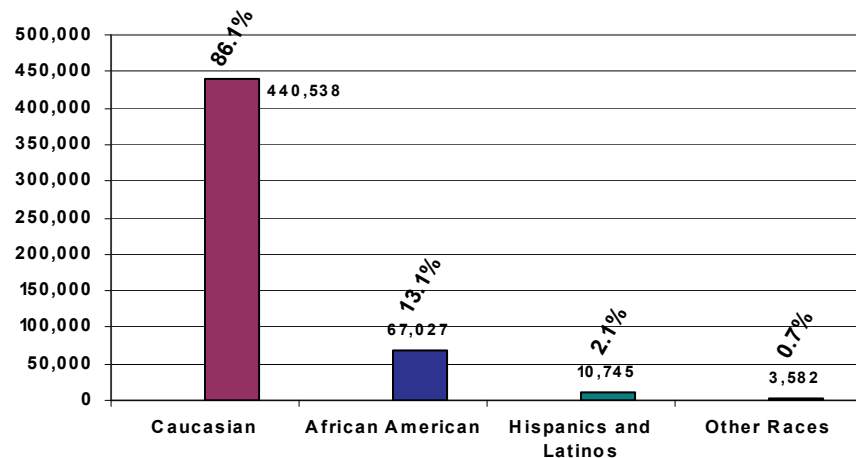
Figure 33: Length of Stay in Care by Adjudication in the Northeast Region as of June 30, 2004



Northwest Region



Total Population—511,658*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Population ages 18 & under—59,999

Number of children in care—373

The Northwest Region includes the nine counties of North-west Tennessee. The nine counties are: Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Obion and Weakley. It is bounded on the west by the Mississippi River, on the north by the state of Kentucky, and on the east by the Tennessee River. It covers 4,222 square miles. The regional office is located in Trenton. One hundred thirty-six staff support service delivery in the region. Thirteen of them have more than 30 years of child welfare experience.

The Northwest Region ranks last among the 12 regions with 373 children in custody.

(Data Source: TNKids)

Table 10: Placement Settings for Children In Care In the Northwest Region as of June 30, 2004

Placement Levels of Care	Number of Children	Percent
Acute	4	1.1%
Foster Care	2	0.5%
Foster Care Medically Fragile	0	0.0%
Foster Care Therapeutic	12	3.2%
Level 1	41	11.0%
Level 2	16	4.3%
Level 2 Continuum	29	7.8%
Level 2 Special Needs	2	0.5%
Level 2 Special Population	4	1.1%
Level 3	12	3.2%
Level 3 Continuum	31	8.3%
Level 3 Continuum Special Needs	0	0.0%
Level 4	4	1.1%
Level of care designation not required *	216	57.9%
Total	373	100.0%

* Level of care designation not required on all placement settings. For example, Youth Development Centers, In-Home, Trial Home Visit, Run-away, etc.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 34: Children in Custody in the Northwest Region By Age Group Compared with Statewide Totals as of June 30, 2004

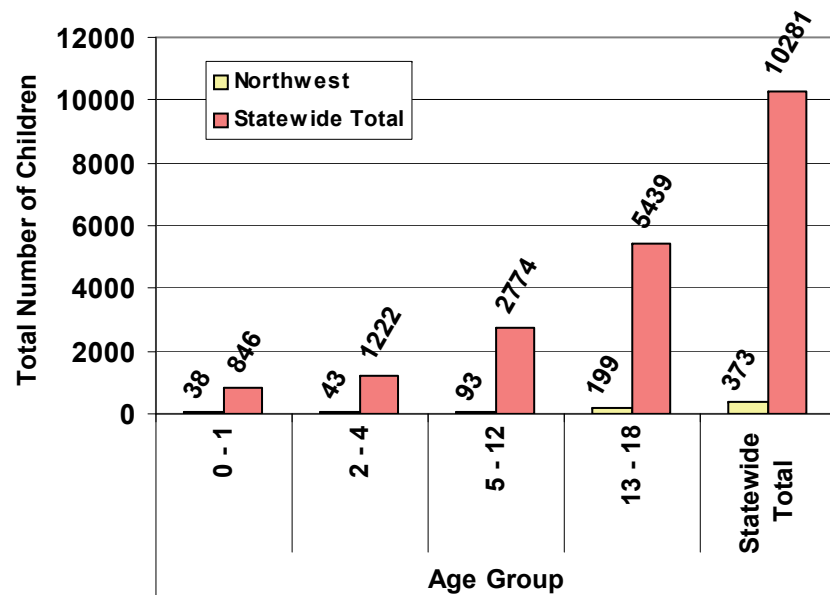


Figure 35: Children in Custody in the Northwest Region By Gender as of June 30, 2004

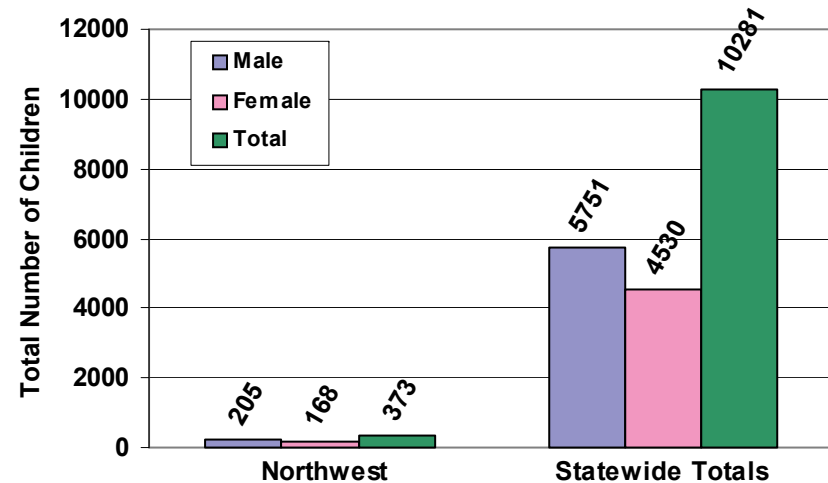


Figure 36: Children in Custody in the Northwest Region By Race/Ethnicity as of June 30, 2004

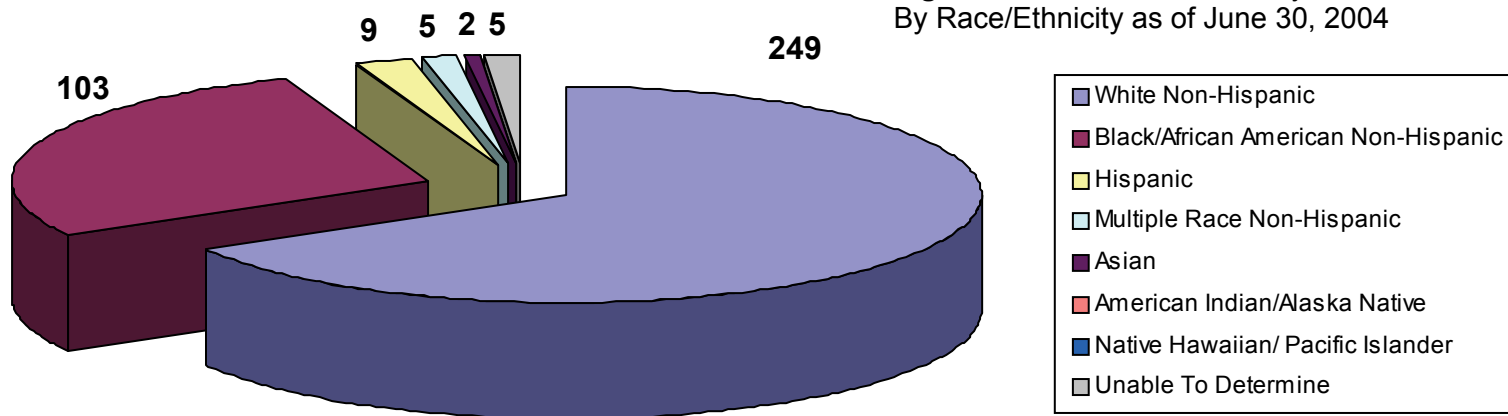
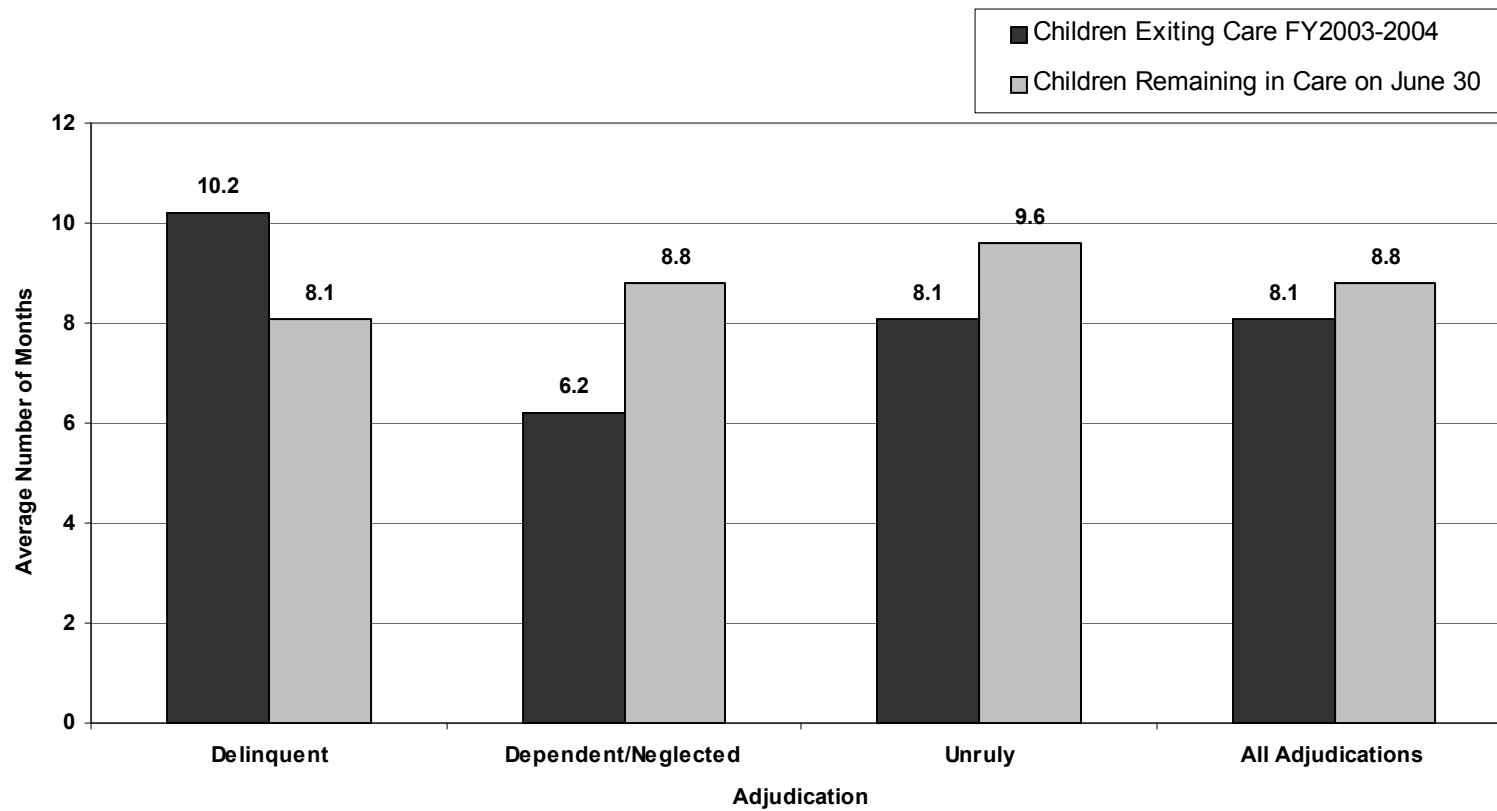


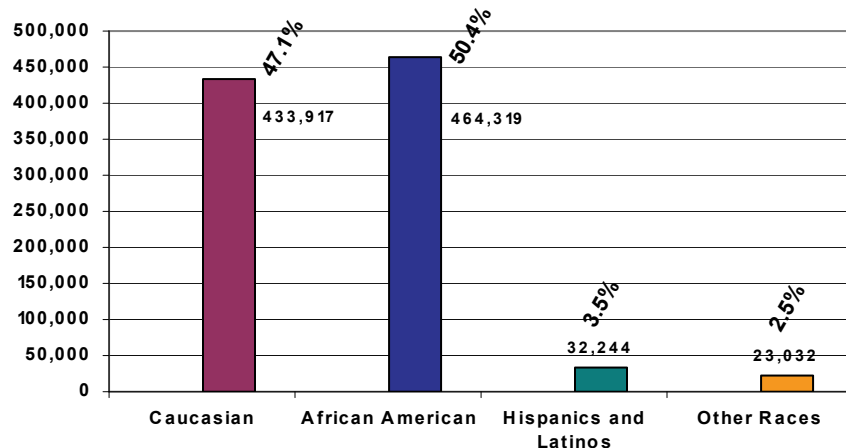
Figure 37: Length of Stay in Care by Adjudication in the Northwest Region as of June 30, 2004



Shelby County Region



Total Population—921,268*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Population ages 18 & under—255,881

Number of children in care—1,414

Shelby County is one of four single-county regions. It is the largest metropolitan area in the state and is located in the extreme southwestern part of Tennessee. The county shares a border with Arkansas and Mississippi. The regional office is located in Memphis. There are 349 staff members in the Shelby County Region.

Shelby County is the largest region based on the number of children in custody, approximately 1,414.

(Data Source: TN Kids)

Table 11: Placement Settings for Children In Care In the Shelby County Region as of June 30, 2004

Placement Levels of Care	Number of Children	Percent
Acute	4	0.3%
Foster Care	245	17.3%
Foster Care Medically Fragile	42	3.0%
Foster Care Therapeutic	68	4.8%
Level 1	30	2.1%
Level 2	13	0.9%
Level 2 Continuum	151	10.7%
Level 2 Special Needs	2	0.1%
Level 2 Special Population	5	0.4%
Level 3	24	1.7%
Level 3 Continuum	120	8.5%
Level 3 Continuum Special Needs	3	0.2%
Level 4	9	0.6%
Level of care designation not required *	697	49.3%
Total **	1413	100.0%

* Level of care designation not required on all placement settings. For example, Youth Development Centers, In-Home, Trial Home Visit, Runaway, etc.

**One record did not have placement data recorded as of June 30, 2004.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 38: Children in Custody in the Shelby County Region By Age Group Compared with Statewide Totals as of June 30, 2004

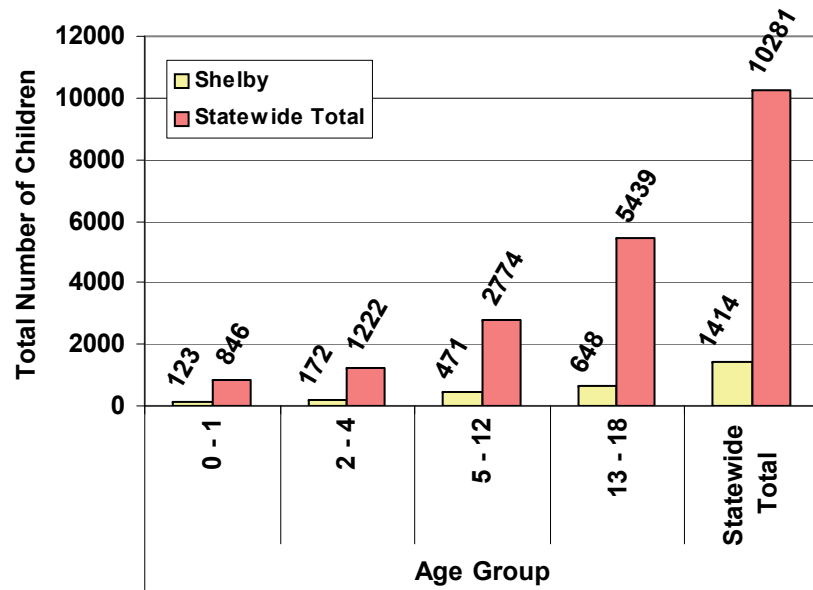


Figure 39: Children in Custody in the Shelby County Region By Gender as of June 30, 2004

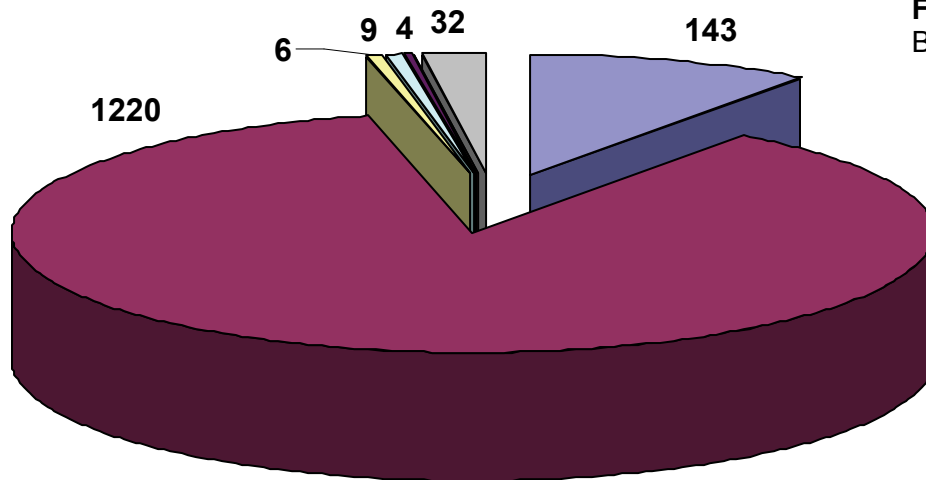
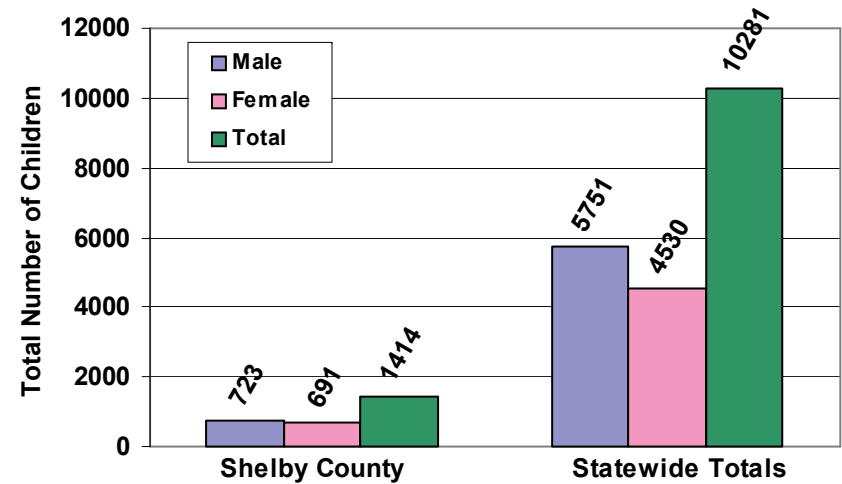


Figure 40: Children in Custody in the Shelby County Region By Race/Ethnicity as of June 30, 2004

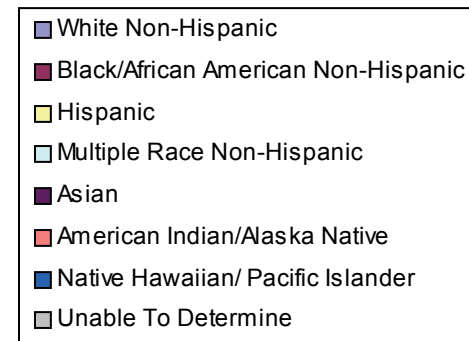
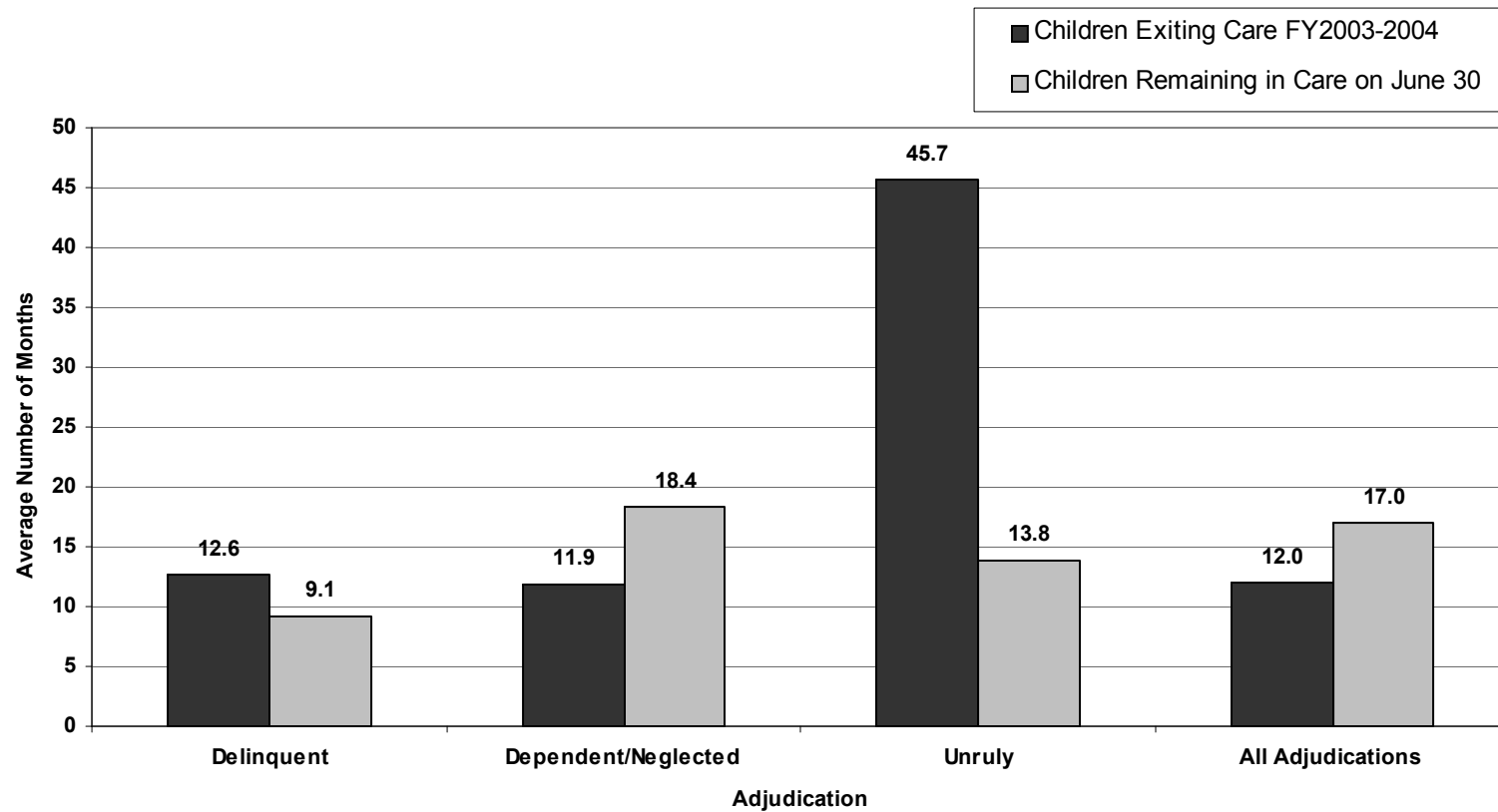


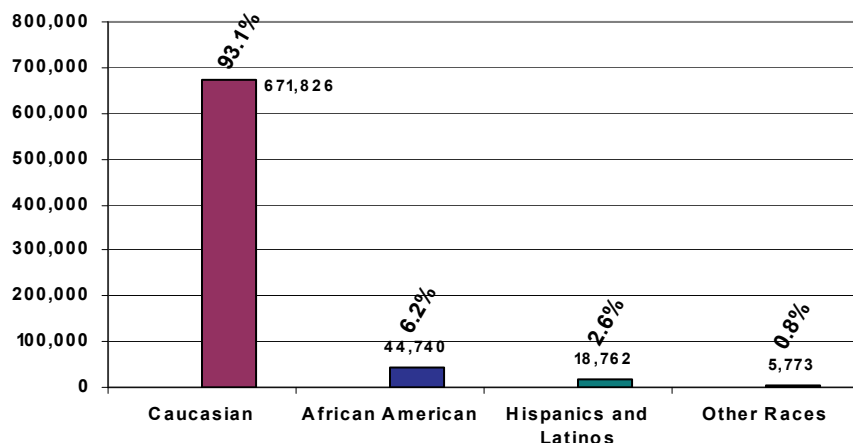
Figure 41: Length of Stay in Care by Adjudication in the Shelby County Region as of June 30, 2004



South Central Region



Total Population—721,618*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Population ages 18 & under—90,055

Number of children in care—683

The South Central Region provides services to 12 counties of central Tennessee. The 12 counties are: Bedford, Coffee, Giles, Hickman, Lawrence, Lewis, Lincoln, Marshall, Maury, Moore, Perry and Wayne. There are 189 staff in the region with a regional office in Columbia.

Based on the number of children in custody, the South Central Region ranks seventh with 683 children.

(Data Source: TN Kids)

Table 12: Placement Settings for Children In Care In the South Central Region as of June 30, 2004

Placement Levels of Care	Number of Children	Percent
Acute	4	0.6%
Foster Care	5	0.7%
Foster Care Medically Fragile	0	0.0%
Foster Care Therapeutic	5	0.7%
Level 1	141	20.6%
Level 2	66	9.7%
Level 2 Continuum	31	4.5%
Level 2 Special Needs	2	0.3%
Level 2 Special Population	6	0.9%
Level 3	35	5.1%
Level 3 Continuum	20	2.9%
Level 3 Continuum Special Needs	0	0.0%
Level 4	3	0.4%
Level of care designation not required *	365	53.4%
Total **	683	100.0%

* Level of care designation not required on all placement settings. For example, Youth Development Centers, In-Home, Trial Home Visit, Run-away, etc.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 42: Children in Custody in the South Central Region By Age Group Compared with Statewide Totals as of June 30, 2004

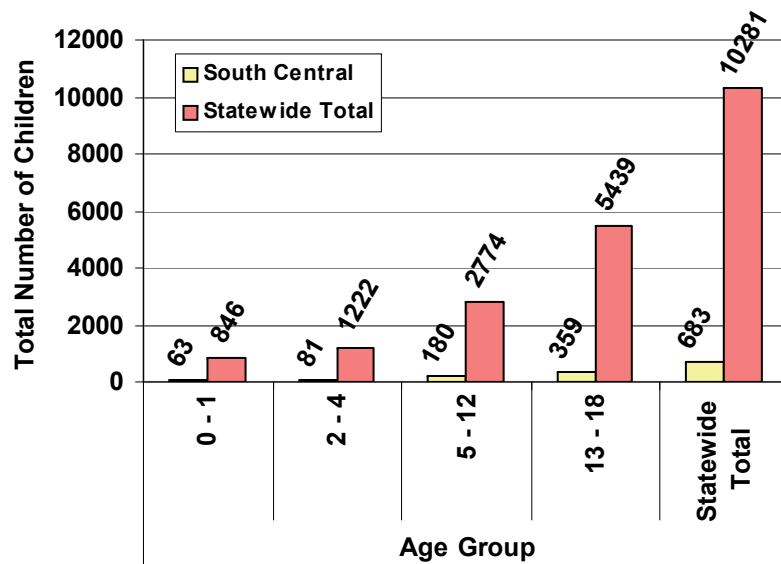


Figure 43: Children in Custody in the South Central Region By Gender as of June 30, 2004

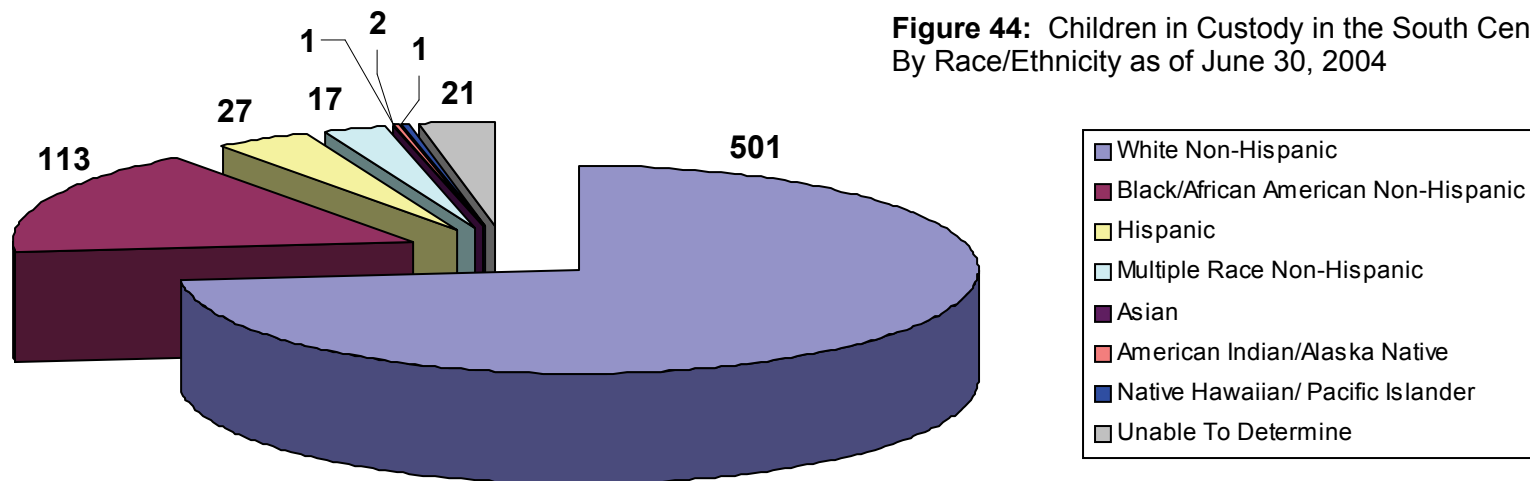
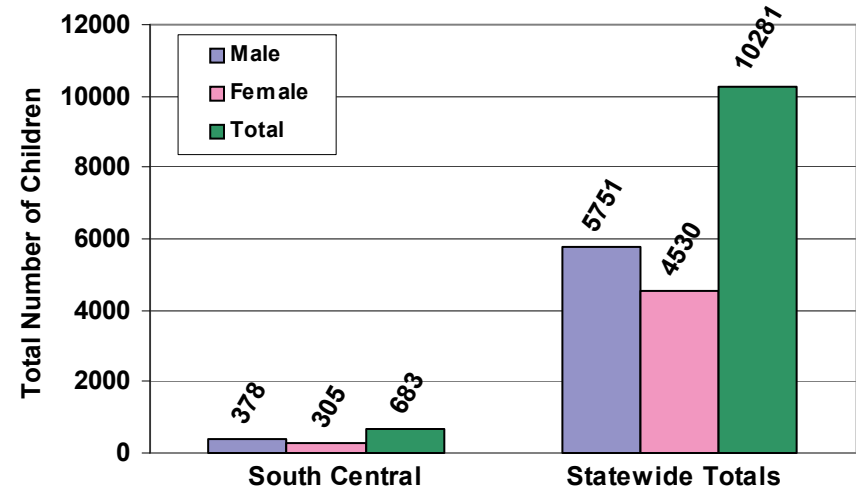
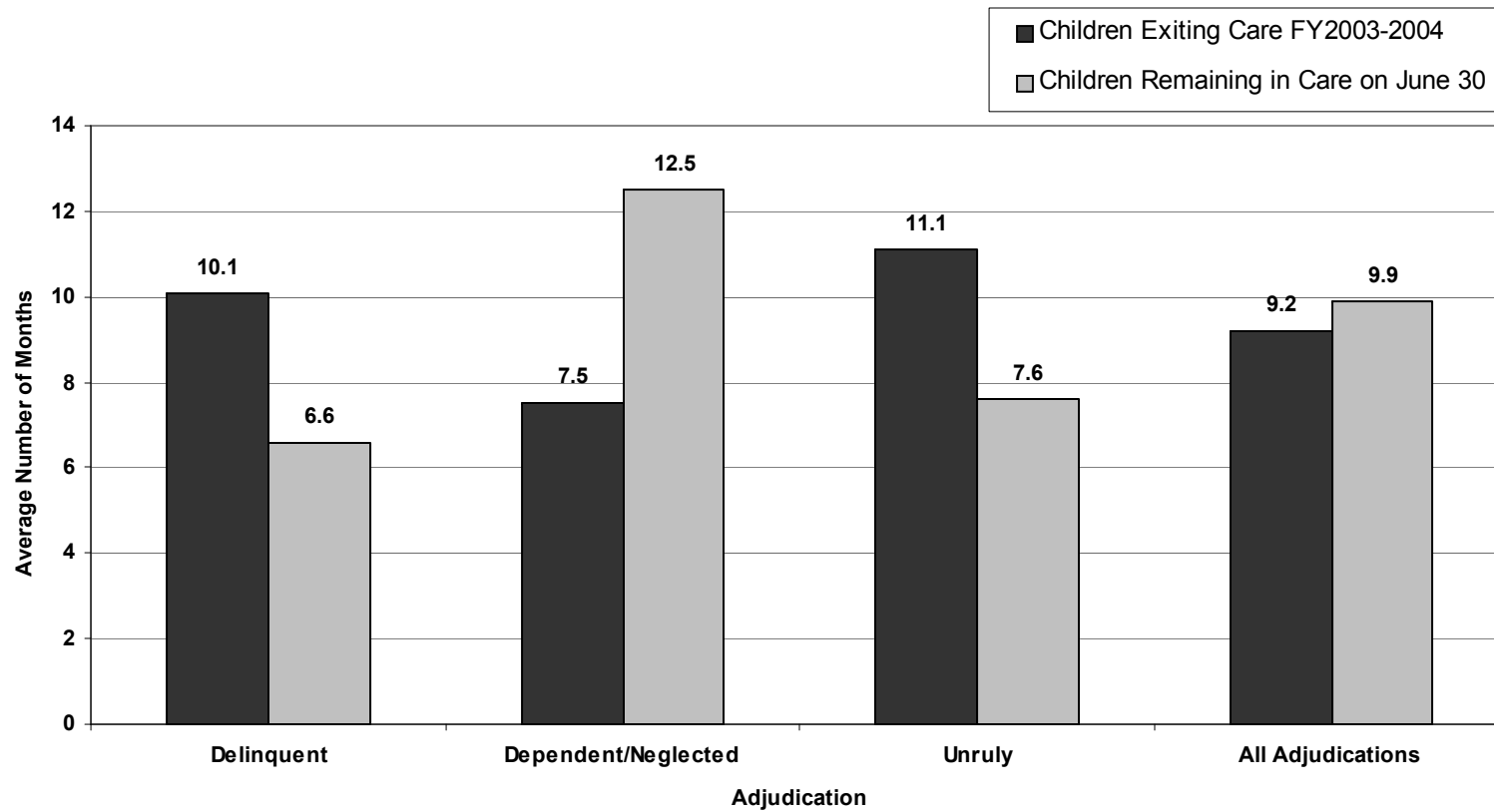
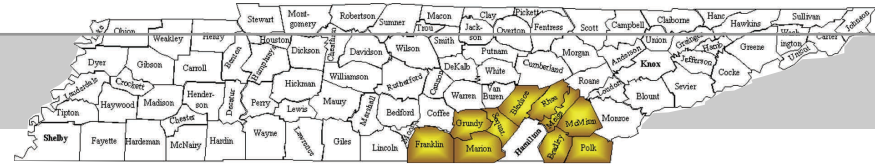


Figure 44: Children in Custody in the South Central Region By Race/Ethnicity as of June 30, 2004

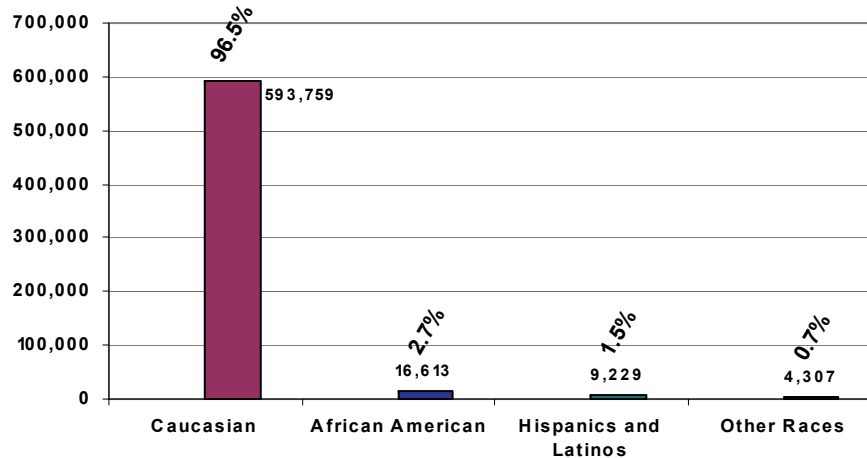
Figure 45: Length of Stay in Care by Adjudication in the South Central Region as of June 30, 2004



Southeast Region



Total Population—615,294*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Population ages 18 & under—72,928

Number of children in care—577

The Southeast Regional office is located in Chattanooga. The region is responsible for ten counties spanning two time zones. The ten counties are: Bledsoe, Bradley, Franklin, Grundy, Marion, McMinn, Meigs, Polk, Rhea and Sequatchie. It has 12 offices, which cover ten courts, and has 146 staff members.

The Southeast Region has 577 children in custody. It ranks 11th among the 12 regions based on the number of children in custody.

(Data Source: TN Kids)

Table 13: Placement Settings for Children In Care In the Southeast Region as of June 30, 2004

Placement Levels of Care	Number of Children	Percent
Acute	2	0.3%
Foster Care	37	6.4%
Foster Care Medically Fragile	5	0.9%
Foster Care Therapeutic	6	1.0%
Level 1	75	13.0%
Level 2	22	3.8%
Level 2 Continuum	55	9.5%
Level 2 Special Needs	1	0.2%
Level 2 Special Population	4	0.7%
Level 3	18	3.1%
Level 3 Continuum	14	2.4%
Level 3 Continuum Special Needs	1	0.2%
Level 4	9	1.6%
Level of care designation not required *	328	56.8%
Total	577	100.0%

* Level of care designation not required on all placement settings. For example, Youth Development Centers, In-Home, Trial Home Visit, Run-away, etc.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 46: Children in Custody in the Southeast Region By Age Group Compared with Statewide Totals as of June 30, 2004

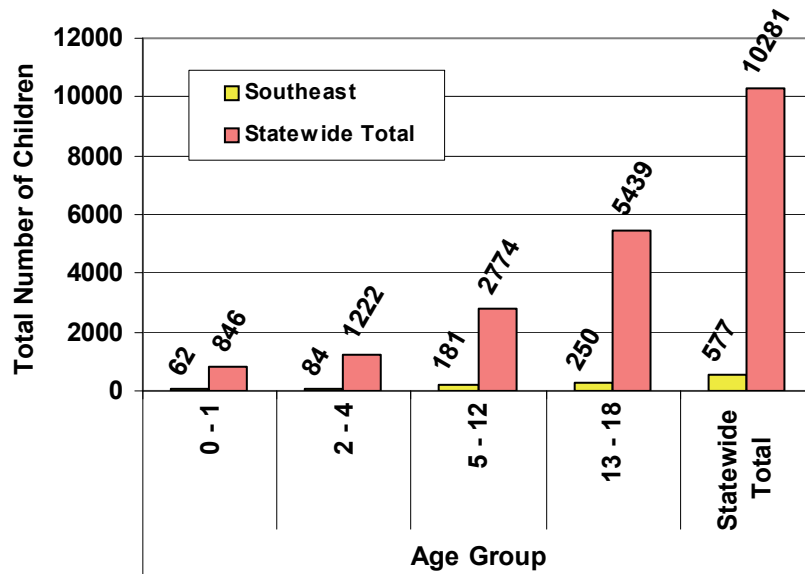


Figure 47: Children in Custody in the Southeast Region By Gender as of June 30, 2004

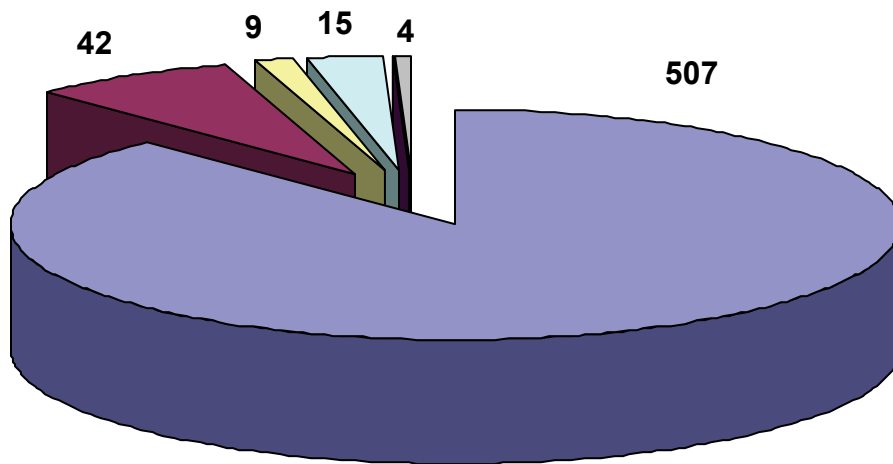
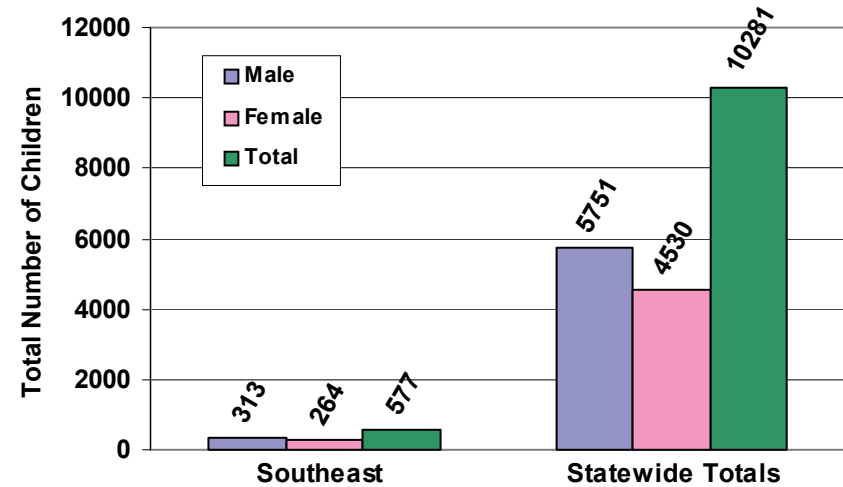


Figure 48: Children in Custody in the Southeast Region By Race/Ethnicity as of June 30, 2004

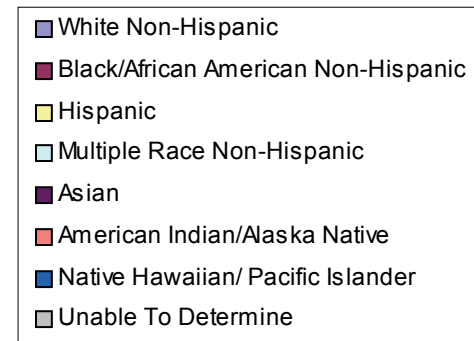
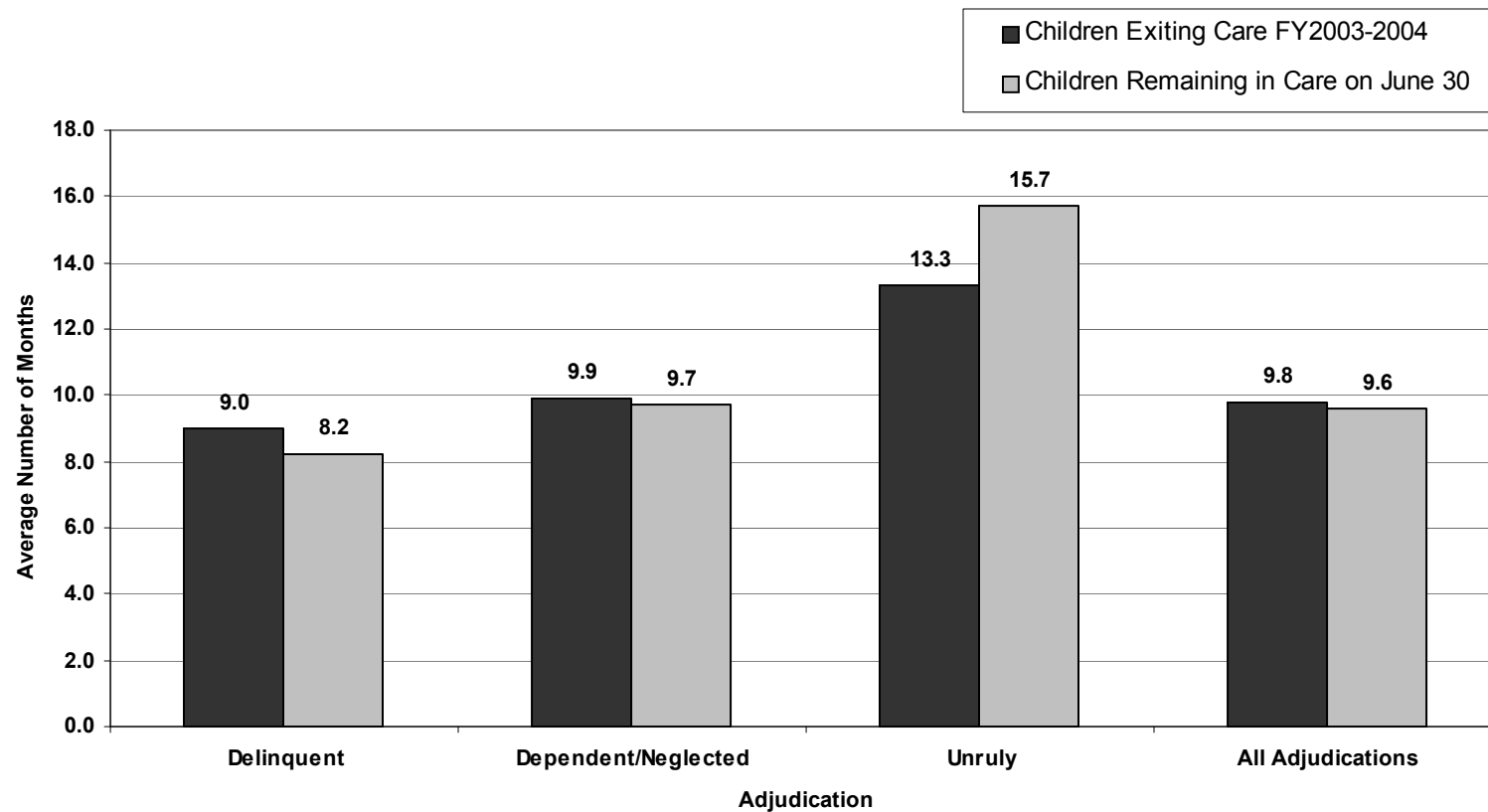


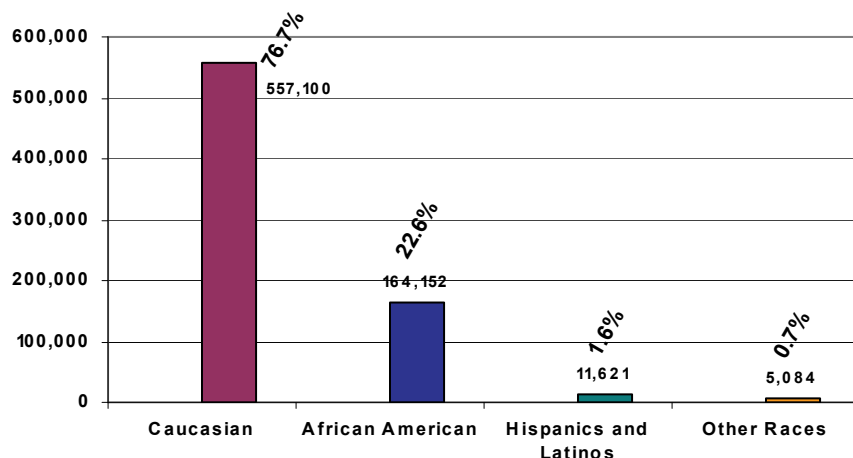
Figure 49: Length of Stay in Care by Adjudication in the Southeast Region as of June 30, 2004



Southwest Region



Total Population—726,336*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Population ages 18 & under—91,516

Number of Children in care—600

The Southwest Region encompasses 11 counties with the regional office located in Jackson. The 11 counties are Chester, Decatur, Fayette, Hardeman, Hardin, Haywood, Henderson, Lauderdale, Madison, McNairy and Tipton. There are 207 staff that provide services to children and families in the region.

The Southwest Region has 600 children in custody and ranks ninth in the state.

(Data Source: TN Kids)

Table 14: Placement Settings for Children In Care In the Southwest Region as of June 30, 2004

Placement Levels of Care	Number of Children	Percent
Acute	0	0.0%
Foster Care	5	0.8%
Foster Care Medically Fragile	4	0.7%
Foster Care Therapeutic	11	1.8%
Level 1	94	15.7%
Level 2	52	8.7%
Level 2 Continuum	16	2.7%
Level 2 Special Needs	6	1.0%
Level 2 Special Population	13	2.2%
Level 3	41	6.8%
Level 3 Continuum	21	3.5%
Level 3 Continuum Special Needs	2	0.3%
Level 4	4	0.7%
Level of care designation not required *	331	55.2%
Total	600	100.0%

* Level of care designation not required on all placement settings. For example, Youth Development Centers, In-Home, Trial Home Visit, Run-away, etc.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 50: Children in Custody in the Southwest Region By Age Group Compared with Statewide Totals as of June 30, 2004

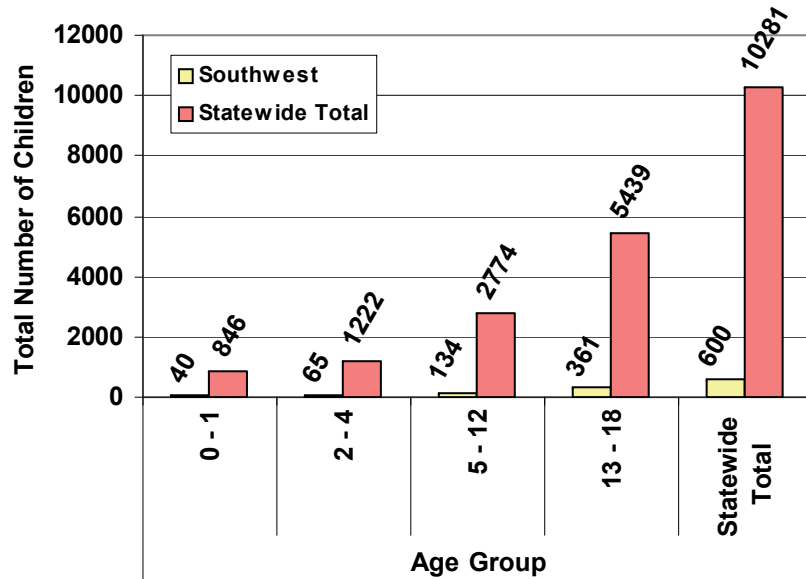


Figure 51: Children in Custody in the Southwest Region By Gender as of June 30, 2004

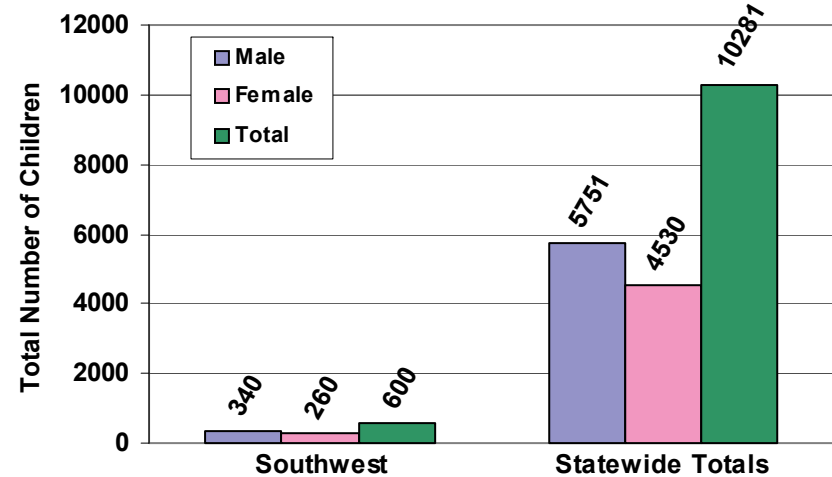


Figure 52: Children in Custody in the Southwest Region By Race/Ethnicity as of June 30, 2004

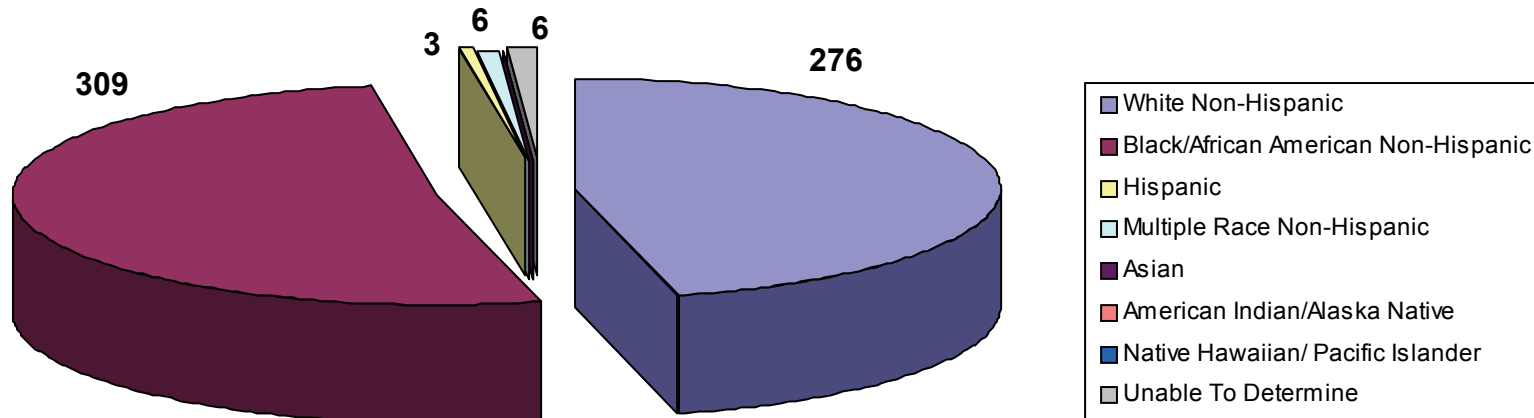
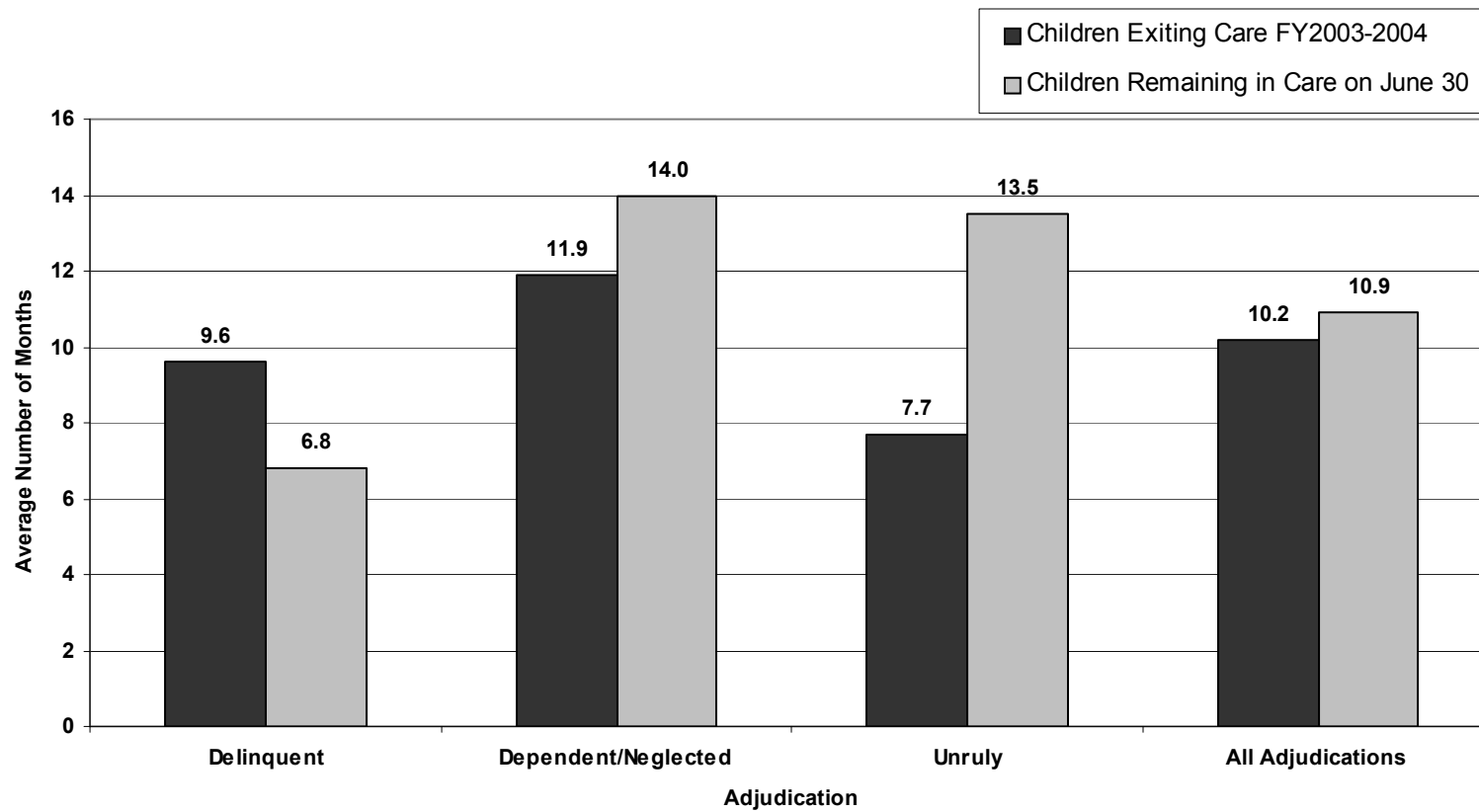
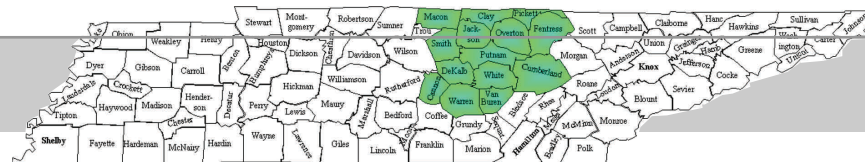


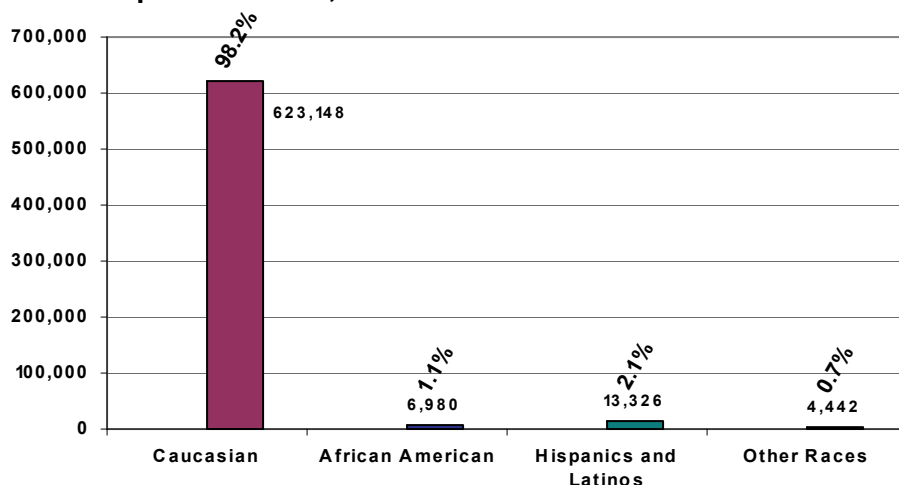
Figure 53: Length of Stay in Care by Adjudication in the Southwest Region as of June 30, 2004



Upper Cumberland Region



Total Population—634,570*



*The population percentage may total more than 100, since some individuals are multi-racial.

(Data Source: Tennessee Health Department Projections based on 2000 US Census.)

Population ages 18 & under—73,070

Number of children in care—818

The Upper Cumberland Region covers 14 counties in Middle Tennessee. The 14 counties are: Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren and White. The regional office is located in Cookeville. There are 170 DCS employees that serve the region.

Based on children in custody, the Upper Cumberland Region is the sixth largest with 818 children.

(Data Source: TN Kids)

Table 15: Placement Settings for Children In Care In the Upper Cumberland Region as of June 30, 2004

Placement Levels of Care	Number of Children	Percent
Acute	1	0.1%
Foster Care	6	0.7%
Foster Care Medically Fragile	0	0.0%
Foster Care Therapeutic	1	0.1%
Level 1	296	36.2%
Level 2	49	6.0%
Level 2 Continuum	53	6.5%
Level 2 Special Needs	3	0.4%
Level 2 Special Population	17	2.1%
Level 3	11	1.3%
Level 3 Continuum	30	3.7%
Level 3 Continuum Special Needs	2	0.2%
Level 4	1	0.1%
Level of care designation not required *	348	42.5%
Total	818	100.0%

* Level of care designation not required on all placement settings. For example, Youth Development Centers, In-Home, Trial Home Visit, Run-away, etc.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 54: Children in Custody in the Upper Cumberland Region By Age Group Compared with Statewide Totals as of June 30, 2004

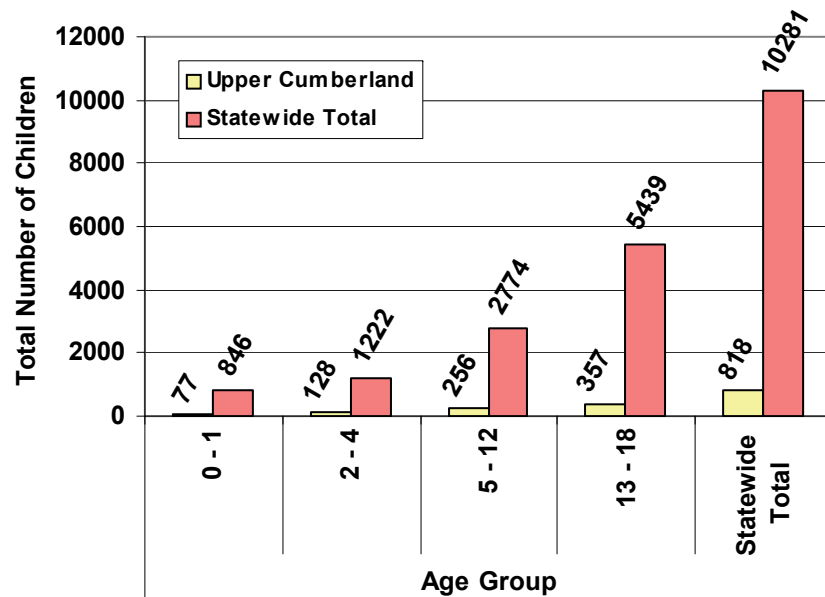


Figure 55: Children in Custody in the Upper Cumberland Region By Gender as of June 30, 2004

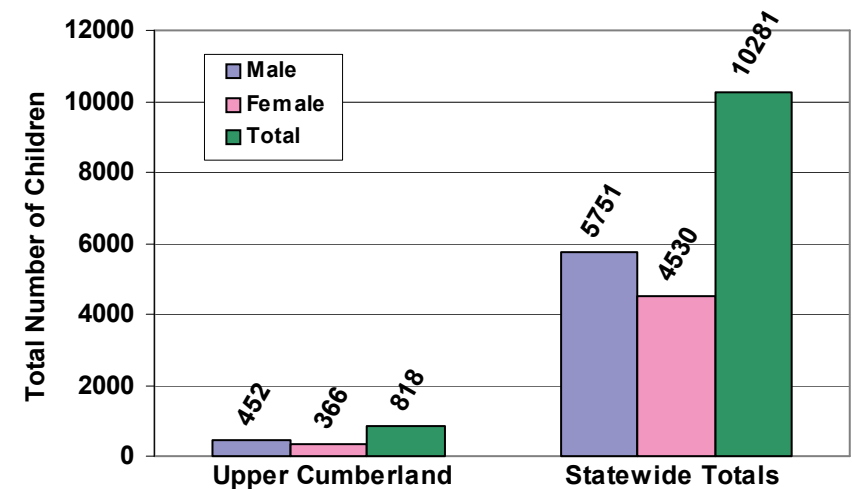


Figure 56: Children in Custody in the Upper Cumberland Region By Race/Ethnicity as of June 30, 2004

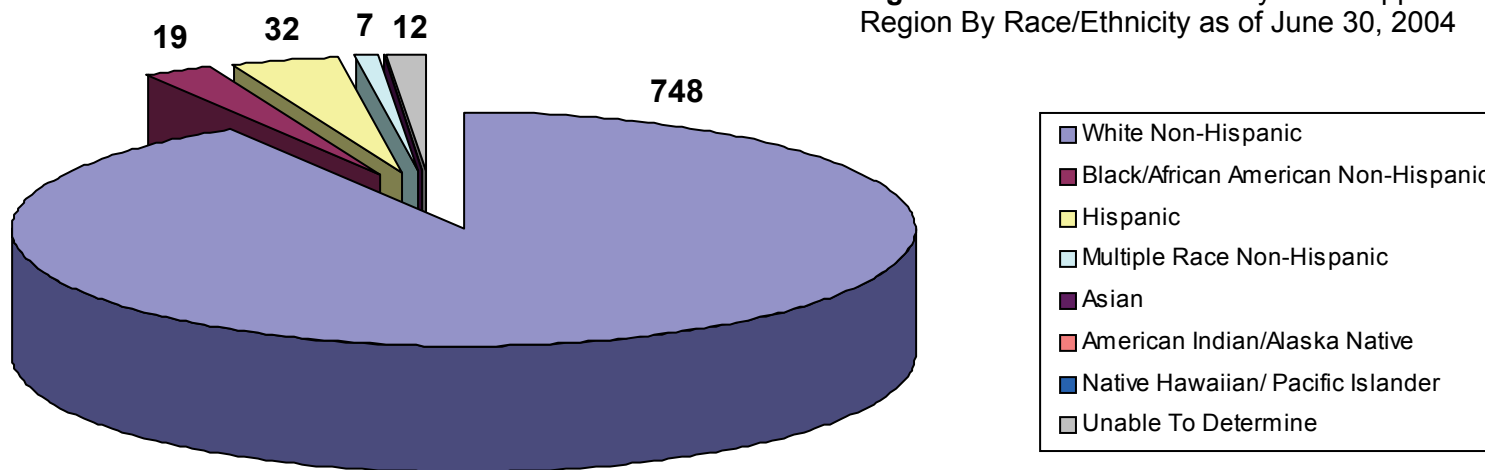
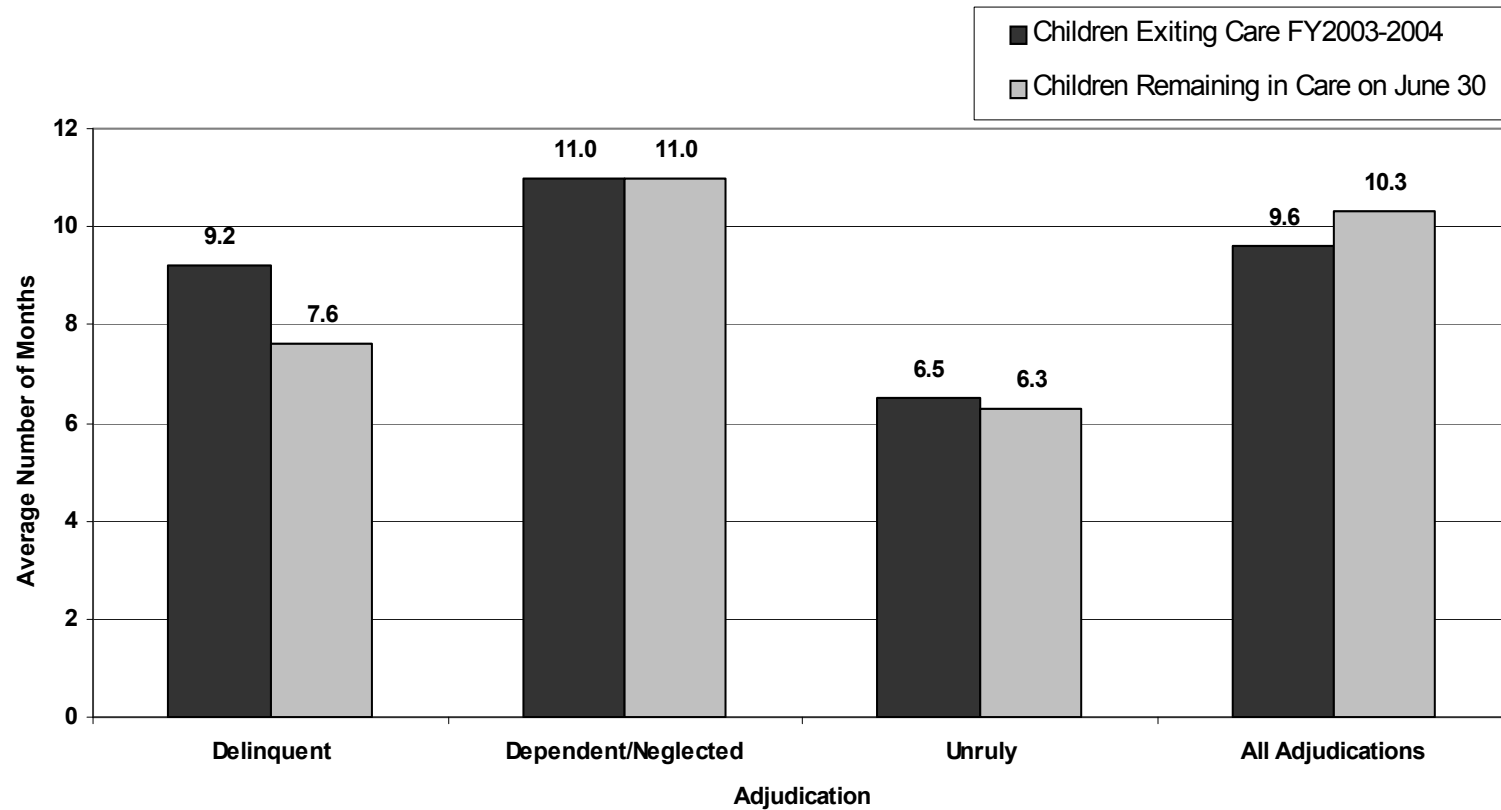


Figure 57 Length of Stay in Care by Adjudication in the Upper Cumberland Region as of June 30, 2004



Departmental Data

Table 3: Children Entering and Exiting Custody by County of Commitment FY04

County of Commitment	2004 Population Projections Age under 18 *	Commitment Rate (per 1,000 Age 0-19)	Entering by Adjudication			Total Number Entering	Total Number Exiting	Net Change (+/-)
			Delinquent	Dependent/ Neglected	Unruly			
Anderson	16461	4.6	22	51	3	76	96	(20)
Bedford	10646	10.6	37	75	1	113	105	8
Benton	3642	3.3	7	4	1	12	13	(1)
Bledsoe	2979	1.7	3	2	0	5	12	(7)
Blount	24976	4.7	22	93	3	118	108	10
Bradley	21756	10.0	19	196	2	217	154	63
Campbell	9094	6.2	8	46	2	56	46	10
Cannon	3376	6.5	1	16	5	22	12	10
Carroll	6839	3.9	6	21	0	27	47	(20)
Carter	12235	5.9	23	46	3	72	69	3
Cheatham	10468	3.9	13	26	2	41	41	0
Chester	4073	2.7	4	7	0	11	24	(13)
Claiborne	7007	6.4	5	39	1	45	38	7
Clay	1697	10.6	1	16	1	18	8	10
Cocke	7805	5.6	19	25	0	44	50	(6)
Coffee	12277	6.8	23	53	8	84	78	6
Crockett	3801	5.8	4	17	1	22	18	4
Cumberland	10286	9.0	20	70	3	93	102	(9)
Davidson	128745	7.8	276	699	35	1010	853	157
Decatur	2544	2.4	1	4	1	6	19	(13)
DeKalb	4197	8.1	7	26	1	34	38	(4)
Dickson	11974	8.2	41	53	4	98	94	4
Dyer	9697	3.0	11	16	2	29	39	(10)
Fayette	7495	4.8	12	23	1	36	58	(22)
Fentress	4044	7.4	8	21	1	30	36	(6)
Franklin	9263	8.0	8	65	1	74	88	(14)
Gibson	11837	11.3	30	100	4	134	127	7
Giles	7212	7.9	19	33	5	57	67	(10)
Grainger	4950	4.8	2	22	0	24	24	0
Greene	14432	7.4	22	65	20	107	113	(6)
Grundy	3669	5.7	4	17	0	21	22	(1)
Hamblen	13980	8.1	34	72	7	113	91	22
Hamilton	70397	4.0	66	193	20	279	244	35

Table 3 Continued

County of Commitment	2004 Population Projections Age under 18 *	Commitment Rate (per 1,000 Age 0-19)	Entering by Adjudication			Total Number Entering	Total Number Exiting	Net Change (+/-)
			Delinquent	Dependent/ Neglected	Unruly			
Hancock	1521	3.9	3	1	2	6	6	0
Hardeman	6956	5.9	26	15	0	41	47	(6)
Hardin	6047	1.8	4	4	3	11	34	(23)
Hawkins	12932	9.0	28	57	31	116	122	(6)
Haywood	5398	8.3	18	27	0	45	38	7
Henderson	6374	4.1	5	16	5	26	35	(9)
Henry	6906	5.2	3	33	0	36	40	(4)
Hickman	5921	7.3	14	27	2	43	54	(11)
Houston	2063	5.3	1	10	0	11	9	2
Humphreys	4369	7.1	6	21	4	31	37	(6)
Jackson	2536	9.5	11	12	1	24	20	4
Jefferson	11057	5.9	12	51	2	65	78	(13)
Johnson	3518	5.4	4	14	1	19	28	(9)
Knox	87424	4.4	55	329	0	384	381	3
Lake	1430	7.0	3	7	0	10	8	2
Lauderdale	6930	7.9	17	35	3	55	80	(25)
Lawrence	10589	4.2	10	25	9	44	56	(12)
Lewis	3020	6.0	1	15	2	18	19	(1)
Lincoln	7627	5.9	21	23	1	45	53	(8)
Loudon	8766	5.8	11	37	3	51	52	(1)
Macon	5567	11.1	13	36	13	62	35	27
Madison	24202	8.0	70	116	7	193	169	24
Marion	6490	8.0	13	39	0	52	65	(13)
Marshall	7107	6.6	14	28	5	47	33	14
Maury	18760	4.6	28	38	20	86	82	4
McMinn	12324	6.1	14	59	2	75	69	6
McNairy	5932	3.5	4	17	0	21	23	(2)
Meigs	2984	1.7	2	2	1	5	5	0
Monroe	10142	6.2	6	56	1	63	42	21
Montgomery	40058	4.1	54	108	4	166	169	(3)
Moore	1386	2.2	1	2	0	3	4	(1)
Morgan	4690	3.0	1	13	0	14	17	(3)
Obion	7889	5.3	6	34	2	42	29	13

Table 3 Continued

County of Commitment	2004 Population Projections Age under 18 *	Commitment Rate (per 1,000 Age 0-19)	Entering by Adjudication			Total Number Entering	Total Number Exiting	Net Change (+/-)
			Delinquent	Dependent/ Neglected	Unruly			
Overton	4754	6.5	8	22	1	31	32	(1)
Perry	1870	7.5	1	13	0	14	23	(9)
Pickett	1059	9.4	0	10	0	10	5	5
Polk	3775	9.3	3	30	2	35	20	15
Putnam	14387	8.2	15	97	6	118	104	14
Rhea	6693	1.8	5	5	2	12	31	(19)
Roane	11938	6.3	27	48	0	75	75	0
Robertson	15159	5.9	37	48	5	90	91	(1)
Rutherford	52122	1.5	14	62	3	79	79	0
Scott	5663	7.2	0	41	0	41	49	(8)
Sequatchie	2995	5.0	0	14	1	15	29	(14)
Sevier	17052	8.9	30	122	0	152	140	12
Shelby	255881	3.2	117	691	0	808	616	192
Smith	4725	7.2	6	26	2	34	46	(12)
Stewart	3156	7.6	4	20	0	24	15	9
Sullivan	33530	8.4	76	186	18	280	252	28
Sumner	36175	3.9	64	65	12	141	115	26
Tipton	15565	4.8	20	54	0	74	84	(10)
Trousdale	1808	1.7	1	1	1	3	1	2
Unicoi	3654	20.0	18	48	7	73	55	18
Union	4946	6.5	6	26	0	32	30	2
Van Buren	1330	7.5	1	9	0	10	23	(13)
Warren	9569	13.0	29	89	6	124	111	13
Washington	23652	9.4	64	128	31	223	191	32
Wayne	3640	10.2	9	28	0	37	31	6
Weakley	7958	6.8	8	46	0	54	61	(7)
White	5543	9.7	9	44	1	54	50	4
Williamson	41114	2.4	27	60	10	97	112	(15)
Wilson	24942	3.6	38	45	6	89	153	(64)
Total	1437424	5.5	1894	5597	376	7867	7497	370

* 2004 Population Projections Age under 18 taken from Tennessee Department of Health Population Projections 2000-2010.
 TN KIDS is a "live" database with on-going additions and updates being made to data in the system.
 Due to this continual process, results may vary based on the time a report is generated.

Table 4: Children Remaining in Custody by County of Commitment on June 30, 2004

County of Commitment	Adjudication						
	Delinquent		Dependent/Neglected		Unruly		Total
	Number	Percent	Number	Percent	Number	Percent	
Anderson	51	39%	73	56%	6	5%	130
Bedford	40	37%	69	63%	0	0%	109
Benton	5	26%	13	68%	1	5%	19
Bledsoe	2	40%	3	60%	0	0%	5
Blount	32	20%	122	74%	10	6%	164
Bradley	18	8%	211	91%	4	2%	233
Campbell	9	15%	51	82%	2	3%	62
Cannon	1	3%	29	83%	5	14%	35
Carroll	7	18%	31	79%	1	3%	39
Carter	21	30%	45	64%	4	6%	70
Cheatham	19	31%	39	63%	4	6%	62
Chester	3	23%	10	77%	0	0%	13
Claiborne	5	7%	69	93%	0	0%	74
Clay	1	8%	11	85%	1	8%	13
Cocke	24	24%	76	75%	1	1%	101
Coffee	25	20%	94	75%	6	5%	125
Crockett	2	11%	16	89%	0	0%	18
Cumberland	20	18%	87	78%	5	4%	112
Davidson	321	27%	823	69%	43	4%	1187
Decatur	3	43%	4	57%	0	0%	7
DeKalb	5	12%	37	86%	1	2%	43
Dickson	50	30%	103	63%	11	7%	164
Dyer	14	33%	25	60%	3	7%	42
Fayette	10	37%	16	59%	1	4%	27
Fentress	4	13%	25	81%	2	6%	31
Franklin	11	15%	61	84%	1	1%	73
Gibson	32	29%	75	68%	4	4%	111
Giles	20	29%	41	60%	7	10%	68
Grainger	6	19%	26	81%	0	0%	32
Greene	27	16%	116	70%	23	14%	166
Grundy	3	11%	24	86%	1	4%	28
Hamblen	49	29%	116	68%	5	3%	170
Hamilton	127	22%	422	73%	27	5%	576

Table 4 continued

County of Commitment	Adjudication						
	Delinquent		Dependent/Neglected		Unruly		Total
	Number	Percent	Number	Percent	Number	Percent	
Hancock	4	31%	7	54%	2	15%	13
Hardeman	24	53%	21	47%	0	0%	45
Hardin	2	13%	14	88%	0	0%	16
Hawkins	29	25%	53	46%	33	29%	115
Haywood	18	31%	37	64%	3	5%	58
Henderson	4	17%	14	61%	5	22%	23
Henry	2	5%	39	95%	0	0%	41
Hickman	10	40%	15	60%	0	0%	25
Houston	1	5%	18	86%	2	10%	21
Humphreys	6	15%	29	74%	4	10%	39
Jackson	12	34%	22	63%	1	3%	35
Jefferson	12	14%	74	84%	2	2%	88
Johnson	7	24%	22	76%	0	0%	29
Knox	78	13%	541	87%	1	0%	620
Lake	2	33%	4	67%	0	0%	6
Lauderdale	27	31%	57	66%	2	2%	86
Lawrence	13	30%	26	59%	5	11%	44
Lewis	1	8%	11	92%	0	0%	12
Lincoln	19	31%	40	66%	2	3%	61
Loudon	11	24%	32	70%	3	7%	46
Macon	14	15%	67	73%	11	12%	92
Madison	68	33%	128	63%	7	3%	203
Marion	8	16%	41	84%	0	0%	49
Marshall	18	23%	51	66%	8	10%	77
Maury	26	27%	50	51%	22	22%	98
McMinn	23	21%	81	74%	5	5%	109
McNairy	6	16%	31	84%	0	0%	37
Meigs	3	75%	1	25%	0	0%	4
Monroe	10	15%	51	78%	4	6%	65
Montgomery	65	30%	149	69%	3	1%	217
Moore	1	33%	2	67%	0	0%	3
Morgan	0	0%	19	100%	0	0%	19
Obion	9	23%	29	74%	1	3%	39

Table 4 continued

County of Commitment	Adjudication						
	Delinquent		Dependent/Neglected		Unruly		Total
	Number	Percent	Number	Percent	Number	Percent	
Overton	1	4%	25	93%	1	4%	27
Perry	1	5%	21	95%	0	0%	22
Pickett	0	0%	6	100%	0	0%	6
Polk	4	11%	24	67%	8	22%	36
Putnam	17	11%	136	86%	6	4%	159
Rhea	5	33%	9	60%	1	7%	15
Roane	28	32%	60	68%	0	0%	88
Robertson	32	30%	72	67%	4	4%	108
Rutherford	18	19%	70	74%	6	6%	94
Scott	1	2%	44	98%	0	0%	45
Sequatchie	1	4%	25	93%	1	4%	27
Sevier	33	21%	126	79%	0	0%	159
Shelby	161	11%	1249	89%	1	0%	1411
Smith	4	11%	29	83%	2	6%	35
Stewart	1	4%	21	91%	1	4%	23
Sullivan	70	22%	218	69%	27	9%	315
Sumner	64	27%	147	63%	23	10%	234
Tipton	22	24%	68	75%	1	1%	91
Trousdale	0	0%	2	67%	1	33%	3
Unicoi	15	24%	41	65%	7	11%	63
Union	8	16%	42	84%	0	0%	50
Van Buren	3	19%	13	81%	0	0%	16
Warren	34	28%	83	67%	6	5%	123
Washington	47	23%	126	63%	28	14%	201
Wayne	8	24%	25	76%	0	0%	33
Weakley	8	15%	46	85%	0	0%	54
White	14	15%	76	83%	2	2%	92
Williamson	26	28%	58	62%	10	11%	94
Wilson	40	35%	63	56%	10	9%	113
Total	2166	21%	7664	75%	451	4%	10281

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Table 5: Children in Custody Statewide by Age, Gender and Race on June 30, 2004

	0 - 1		2 - 4		5 - 12		13 - 18		
Race / Ethnicity	Male	Female	Male	Female	Male	Female	Male	Female	Total
White Non-Hispanic	264	227	377	353	820	812	1869	1354	6076
Black/African American Non-Hispanic	126	129	205	162	516	424	1208	734	3504
Hispanic	16	29	32	30	35	39	62	45	288
Multi-Race Non-Hispanic	13	14	18	15	34	29	46	33	202
Asian	0	1	0	2	4	6	6	6	25
American Indian/Alaska Native	0	0	0	1	0	0	1	4	6
Native Hawaiian/Pacific Islander	0	0	0	0	0	0	2	2	4
Unable to Determine	15	12	15	12	27	28	40	27	176
Total	434	412	647	575	1436	1338	3234	2205	10281

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 58: Children in Custody Statewide by Age and Adjudication on June 30, 2004

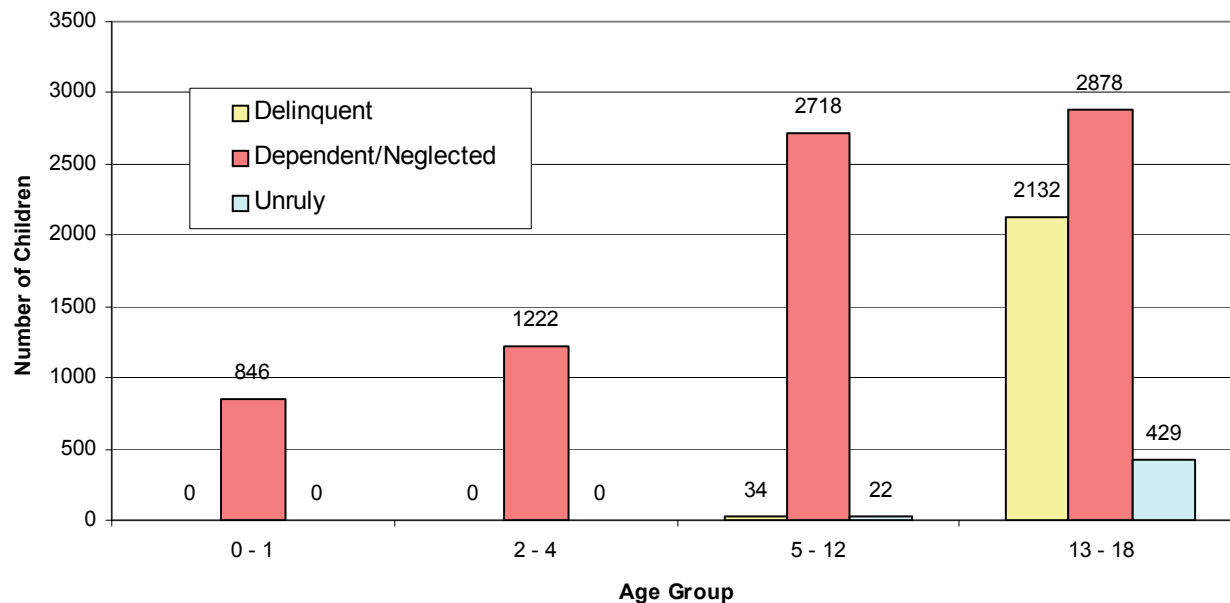


Table 6: Children in Custody by Region and Age on June 30, 2004

Region of Assignment	Age Group				Total
	0 - 1	2 - 4	5 - 12	13 - 18	
Davidson	81	104	263	687	1135
East Tennessee	103	137	351	687	1278
Hamilton	39	62	126	357	584
Knox	70	80	172	304	626
Mid Cumberland	71	152	308	690	1221
Northeast	79	114	239	540	972
Northwest	38	43	93	199	373
Shelby	123	172	471	648	1414
South Central	63	81	180	359	683
Southeast	62	84	181	250	577
Southwest	40	65	134	361	600
Upper Cumberland	77	128	256	357	818
Total	846	1222	2774	5439	10281
Total Percent	8.2%	11.9%	27.0%	52.9%	100.0%

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Figure 59: Children in Custody Statewide by Race/Ethnicity on June 30, 2004

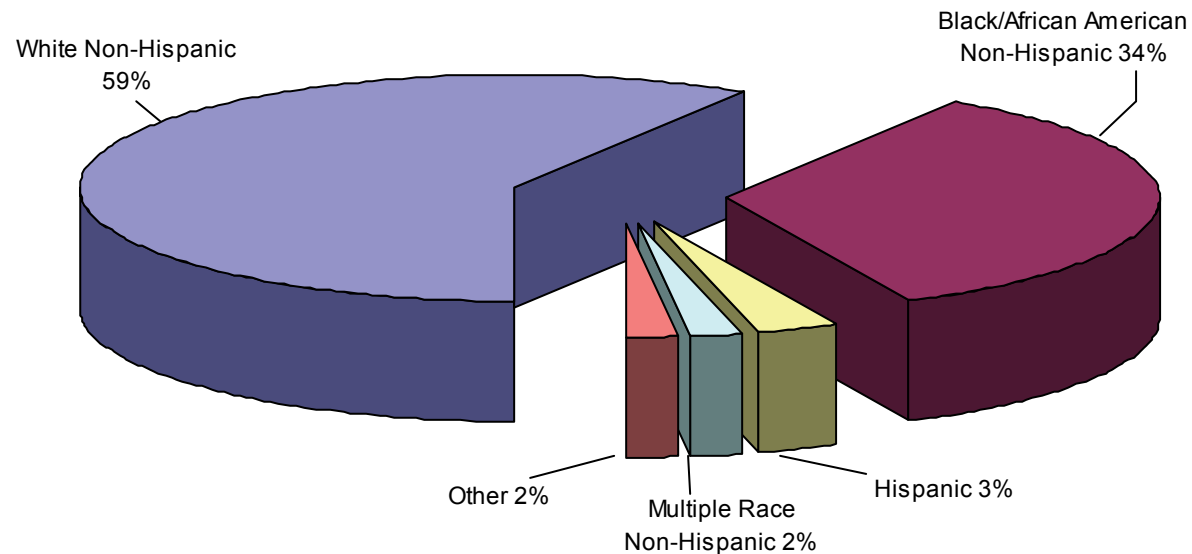


Figure 60: Children in Custody Statewide by Gender and Adjudication on June 30, 2004

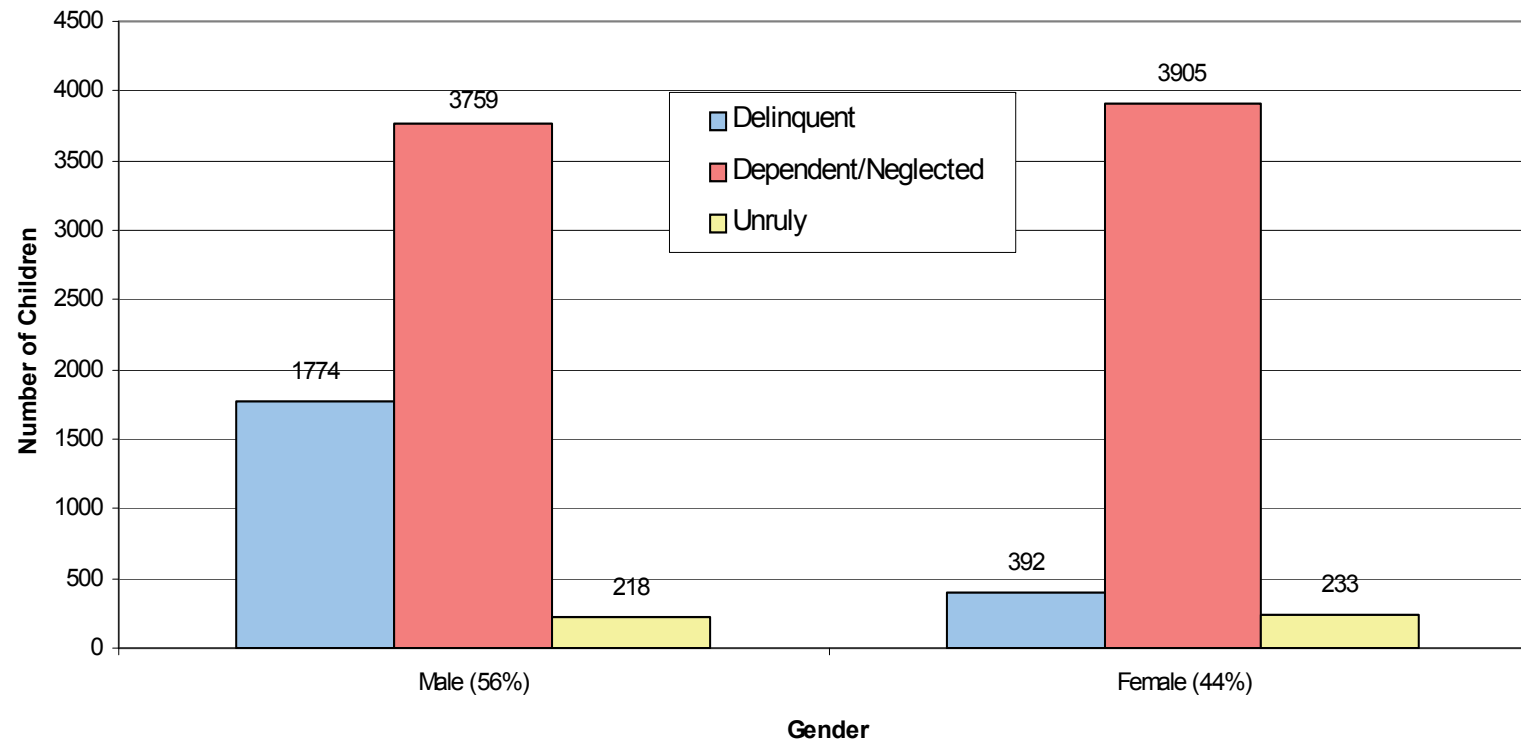


Table 7: Children in Custody Statewide by Placement Settings on June 30, 2004

Placement Levels of Care	Number of Children	Percent
Acute	32	0.3%
Foster Care	718	7.0%
Foster Care Medically Fragile	72	0.7%
Foster Care Therapeutic	165	1.6%
Level 1	1257	12.2%
Level 2	619	6.0%
Level 2 Continuum	909	8.8%
Level 2 Special Needs	26	0.3%
Level 2 Special Population	101	1.0%
Level 3	316	3.1%
Level 3 Continuum	465	4.5%
Level 3 Continuum Special Needs	34	0.3%
Level 4	63	0.6%
Level of care designation not required *	5503	53.5%
Total **	10280	100.0%

* Level of care designation not required on all placement settings. For example, Youth Development Centers, In-Home, Trial Home Visit, Runaway, etc.

** One record did not have placement data recorded as of June 30, 2004.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.

Table 8: Children (Either Dependent/Neglect or Unruly) in Custody Statewide on June 30, 2004
by Type of Permanency Goal Assigned*

Permanency Plan Goals	Number of Children	Percent
Adoption	1495	18.4%
Adoption / Planned Permanent Living Arrangement with Non-Relative(s)	236	2.9%
Adoption / Planned Permanent Living Arrangement with Relative(s)	131	1.6%
Exit Custody to Live with Relative(s)	154	1.9%
Exit Custody to Live with Relative(s) / Adoption	156	1.9%
Exit Custody to Live with Relative(s) / Planned Permanent Living Arrangement with Non-Relative(s)	96	1.2%
Exit Custody to Live with Relative(s) / Planned Permanent Living Arrangement with Relative(s)	51	0.6%
Live with Other Relative(s)	7	0.1%
Long Term Foster Care	1	0.0%
Planned Permanent Living Arrangement with Non-Relative(s)	308	3.8%
Planned Permanent Living Arrangement with Relative(s)	246	3.0%
Reunify with Parent(s)/Caretaker(s)	1740	21.4%
Reunify with Parent(s)/Caretaker(s) / Adoption	1171	14.4%
Reunify with Parent(s)/Caretaker(s) / Exit Custody to Live with Relative(s)	1422	17.5%
Reunify with Parent(s)/Caretaker(s) / Planned Permanent Living Arrangement with Non-Relative(s)	266	3.3%
Reunify with Parent(s)/Caretaker(s) / Planned Permanent Living Arrangement with Relative(s)	172	2.1%
Plan Not Required - Child in Care for Less Than 30 Days	428	5.3%
Total	8080	99.6%

Note: As of June 30, 2004, 21 records, or 0.3%, did not have permanency data recorded.

TN KIDS is a "live" database with on-going additions and updates being made to data in the system.
Due to this continual process, results may vary based on the time a report is generated.

Figure 61: Children in Custody on the Last Day of Each Fiscal Year—Fiscal Years 1996 – 2004

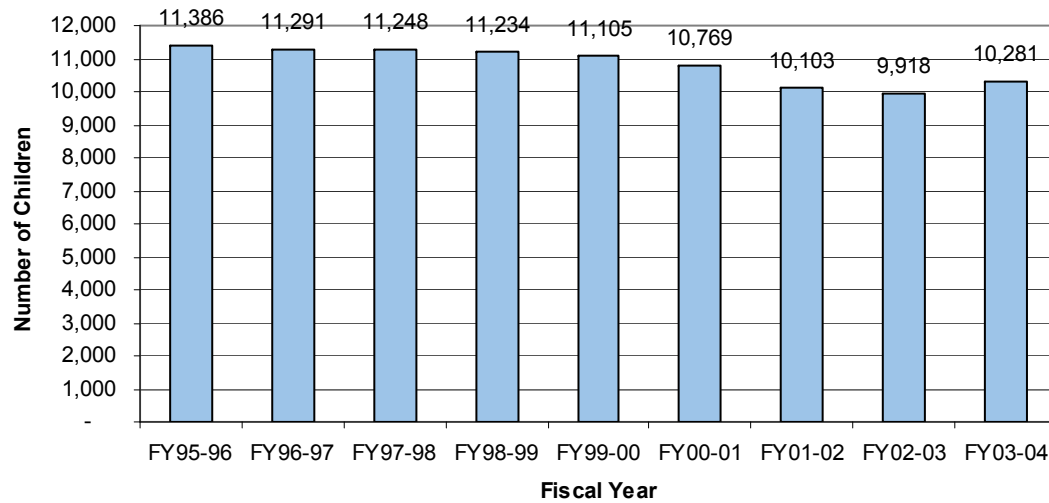


Figure 62: Length of Stay in Care by Adjudication Fiscal Year 2004

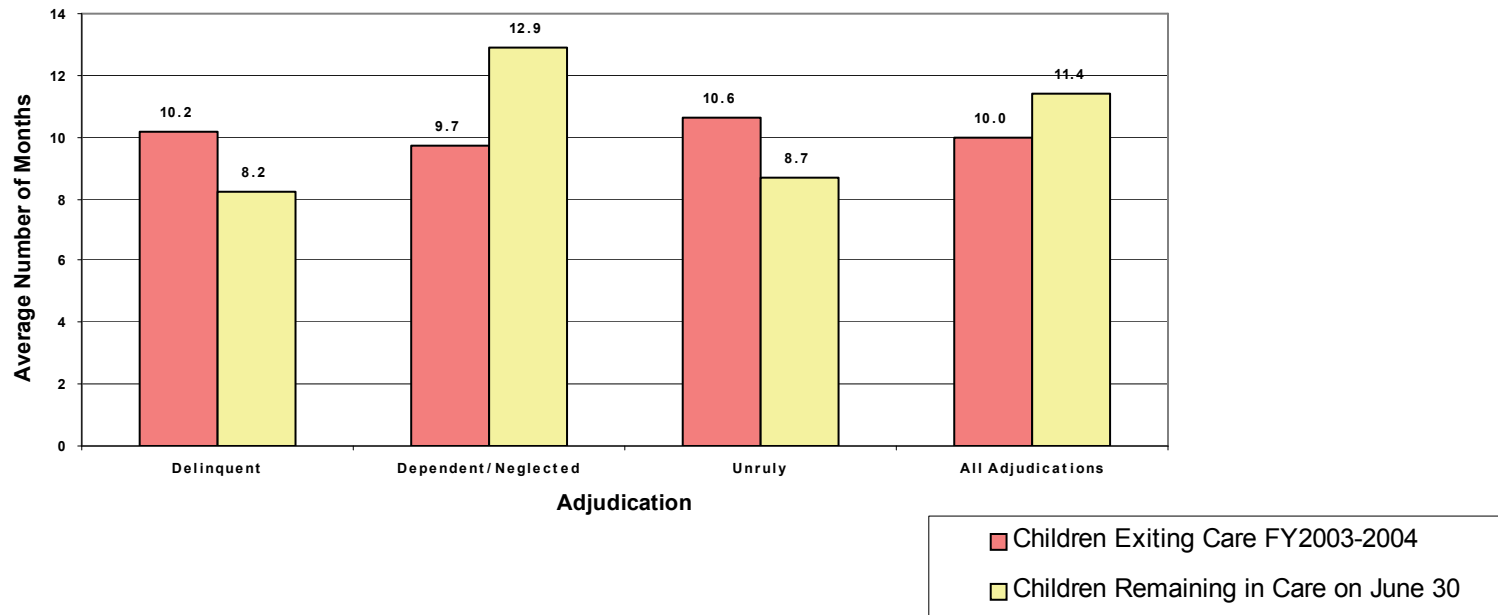


Table 9: Discharge Reasons for Children Exiting Custody - Fiscal Year 2002 through 2003

Discharge Reason	Number of Children	Percent
Reunification with Parents or Primary Caretakers	4395	58.6%
Living with Other Relatives	1210	16.1%
Adoption	888	11.8%
Emancipation	811	10.8%
Guardianship	22	0.3%
Transfer to Another Agency	78	1.0%
Runaway	80	1.1%
Death of Child	13	0.2%
Total	7497	100.0%

TN KIDS is a "live" database with on-going additions and updates being made to data in the system.

Due to this continual process, results may vary based on the time a report is generated.

Figure 63: Children Entering and Exiting Custody by Month -Fiscal Year 2004

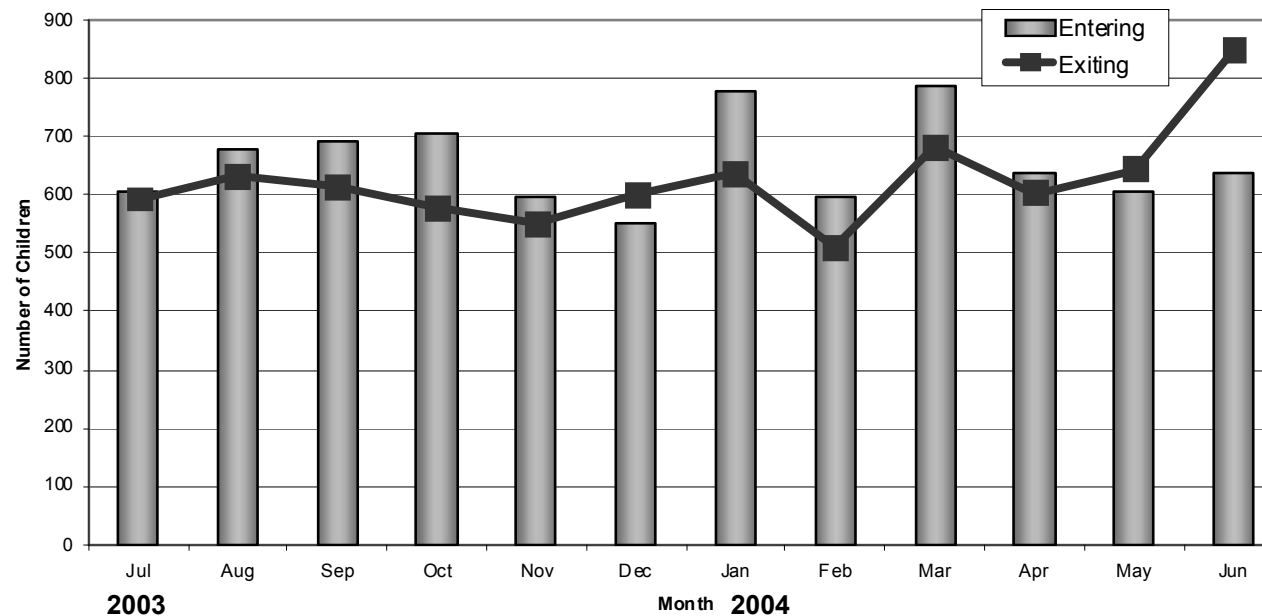


Figure 64: Children Exiting to Finalized Adoption Fiscal Years 1997—2004

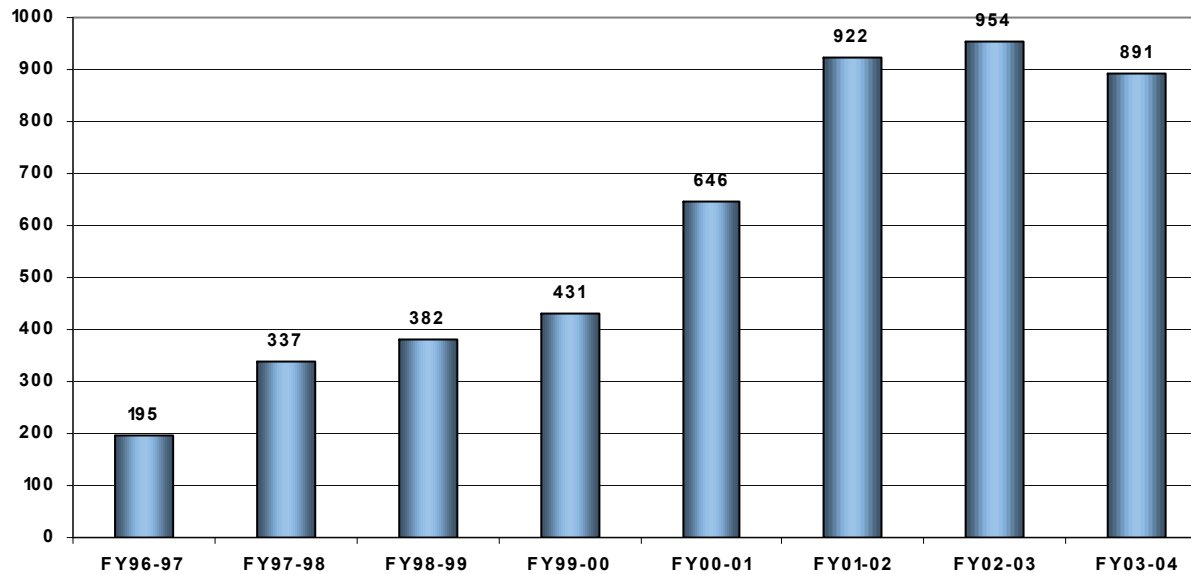


Figure 65: Direct Service Staff Vacancies on June 30, 2004

	CS Case Manager 1			CS Case Manager 2			CS Case Manager 3			CS Case Manager 4		
	Average Salary	Total Vacant	Total Positions	Average Salary	Total Vacant	Total Positions	Average Salary	Total Vacant	Total Positions	Average Salary	Total Vacant	Total Positions
Davidson	2049	0	25	2365	10	135	2498	4	21	2889	3	30
East Tennessee	2048	0	43	2378	6	165	2579	1	13	2769	2	37
Hamilton	2049	0	11	2382	2	70	2708	0	16	3176	1	14
Knox	2048	0	24	2353	2	69	2679	3	10	2914	2	18
Mid-Cumberland	2049	0	39	2347	11	183	2476	3	20	2793	4	39
Northeast	2072	0	14	2370	11	130	2548	0	14	3071	2	26
Northwest	2047	0	9	2441	0	62	2564	0	7	3282	0	14
Shelby	2048	0	28	2370	11	196	2633	1	17	2048	2	45
South Central	2048	0	25	2330	10	101	2441	1	10	2834	1	21
Southeast	2048	0	24	2332	6	66	2527	2	15	2795	0	15
Southwest	2048	0	24	2357	5	105	2490	2	15	2779	1	26
Upper Cumberland	2056	0	27	2355	6	87	2539	0	13	2952	2	21

Glossary

Adjudication: The outcome of the court's process to determine the validity of allegations made in a petition or complaint. The process consists of the presentation of witnesses and evidence by oral testimony or written statements, and arguments by counsel or the parties.

Adjudication of Delinquency: A juvenile court has found beyond a reasonable doubt that a child has committed a delinquent act. (TCA 37-5-103)

Adoption Assistance: The federal or state programs available to adoptive parent(s) adopting special needs children to enable them to meet the child's maintenance, medical, psychological, or other needs.

Allegation: A charge or claim of fact in a report of child abuse or neglect or in a petition. It must be proven if the report or petition is to be found true. The abuse report lists specific events, injuries, or threats (such as physical abuse, neglect, sexual abuse, or emotional abuse) as an introduction to the report's specific allegations.

Assessment: The ongoing process that is the foundation for all case management decisions made for families and children relative to the intensity of their level of care services and type of placement, if out of home placement is warranted.

Block Grant: A system of disbursing funds to meet health, education and social welfare needs while permitting the recipient organization(s) to determine how best to distribute the money.

Board Payments: Board payments financially support children in DCS custody or receiving services voluntarily past 18 years of age. There are 3 types of board payments: standard, special circumstances, and negotiated rates. Board payments are made to the foster parents caring for children.

Case File Review: A paper review of an indicated perpetrator's case file by DCS Commissioner (or designee) without the legal representation of either the department or the perpetrator.

Case Manager: A DCS employee responsible for providing case management services to children under the State's supervision, in State custody, or at risk of State custody and their families.

Case Recordings: The ongoing chronological narrative written by a case manager in a case file that serves to document each contact or to document any activity related to the case.

Child Advocacy Centers: Agencies or organizations that champion the rights of children to be free from abuse or exploitation, and to have opportunities to develop toward their full potential.

Child Protective Investigation Team (CPIT): A legally mandated, multi-disciplinary team that conducts investigations of alleged sexual abuse or other severe child abuse. A CPIT includes one DCS case manager, one District Attorney's office representative, one juvenile court officer or investigator, one properly trained law enforcement officer with county-wide jurisdiction, the Child Advocacy Center director/designee, and one mental health profession representative (optional). (TCA 37-1-607)

Child Protective Services (CPS): A program division of DCS whose purpose is to investigate allegations of child abuse and neglect and provide and arrange preventive, supportive, and supplementary services.

Civil Service Register: The document or record containing the names of the highest-ranking eligible candidates available for a class of positions for consideration by an appointing authority in filling a vacancy.

Commitment: The legal placement of a child/youth in the care and custody of the Tennessee Department of Children's Services.

Community After-care: Supervision of a youth who has been released from custody and who is subject to conditions imposed by the courts and the Department of Children's Services.

Concurrent Planning: In child welfare services the casework approach that focuses on timely, appropriate implementation for achieving permanence for children, whether it is reunification, relative placement, or termination of parental rights.

Contract Providers: Individuals and organizations, which have entered into a legal agreement to perform services for the Department.

Custody: The control of actual physical care of the child, including the rights and responsibility to provide for the physical, mental and moral well being of the child. [TCA 37-1-102 (b) (8)].

Delinquent Act: means an act designated a crime under the law, including local ordinances of this state, or of another state if the act occurred in that state, or under federal law; excluding traffic offenses other than those classified as a felony (i.e., failure to stop when involved in an accident, driving under the influence, vehicular homicide, etc.). (TCA 37-1-102)

Dependent and Neglected Child: A child who is without a parent, guardian, or legal custodian or whose parent, guardian, or person with whom the child lives, is unable to properly care for the child, or neglects or refuses to protect the child. [TCA 37-1-102(b)(12)].

Detention: The temporary confinement of a child, who has been adjudicated delinquent, in a secure area.

Early Periodic Screening, Diagnosis & Treatment (EPSDT): The preventive health care services provided under TennCare (Tennessee's Managed Care Medicaid program) to children under the age of 21.

Entitlement Grant: A transfer of funds from one organization or individual to a group of people who belong to a specified class.

Flexible Funding: Monetary resources made available for the purpose of acquiring additional services or goods that can be used to prevent the need for state custody or to return a child home who is in state custody.

Foster Care Review Board: An advisory body appointed by a juvenile court judge(s), which reviews the status of each neglected and dependent, and unruly child's case in DCS custody at least once within the first 90 days of initial placement in DCS custody and within every 6 months thereafter.

Resource Parent: A person who has been trained and approved by the department or a licensed child-placing agency to provide full-time temporary out-of-home care in a private residence for children who, for various reasons, can no longer remain in their own homes.

Guardianship: The legal status of a child when all parental rights to the child have been terminated by surrender, court order or clearing the Putative Father Registry and DCS has guardianship of the child with the right to consent to the child's adoption.

In-Home Services: The process of providing services to a child and his/her family within their home or place of residence, rather than in an outside service setting.

Independent Living: Consists of a series of developmental activities that provide service opportunities for young people to gain the skills required to live healthy, productive, and responsible lives as self-sufficient adults. The provision of Independent Living Services is required for any child in DCS custody age 16 years of age or older.

Intake (CPS): The process DCS case managers follow in accepting oral or written complaints, reports or allegations of child abuse or neglect for investigation which includes gathering the information needed to determine if a Child Protective Services investigation is warranted, determining the urgency of the situation and then initiating the appropriate response.

Interstate Compact on Juveniles: An agreement between all fifty states, the District of Columbia, Guam and the Virgin Islands authorizing out-of-state supervision of delinquent juveniles who are eligible for aftercare (parole) or probation; provides for the return to their home state of absconders, escapees and non-delinquent runaways; and includes the cooperative institutionalization of delinquent juveniles.

Interstate Compact on the Placement of Children: A uniform law enacted by all fifty states, the District of Columbia, and the Virgin Islands that establishes orderly procedures for the placement of children across state lines into other party states for the purpose of foster care or preliminary to an adoption and fixes responsibility for those involved in placing the child.

Investigation: A fact-finding and emergency service engagement process with the preliminary goal of protecting children from abuse or neglect.

Least Restrictive Placement: An out of home placement alternative that best preserves the family, or minimizes the impact of separation. Placement may involve brief stays with relatives, a shelter, or temporary foster care.

Neglect: Acts of commission or failure to provide for basic needs of a child including but not limited to food, medical care, and safe living conditions.

Parental Rights: The legally recognized rights and responsibilities to act as a parent, to care for, to name, and to claim custodial rights with respect to a child.

PATH (training): Training for foster care, kinship care, and adoption, entitled **Parents as Tender Healers**

Permanency Planning: The process of intervention and decisive case work on the part of the case manager, focusing on choosing the least restrictive permanent outcome for the child, i.e., return to parent, relative placement, adoption, or independent living in a timely manner.

Probation: Supervision of a youth who has been adjudicated delinquent by a court and who is subject to conditions imposed by the court and probation division.

Surrender of Parental Rights: The legal document whereby the birth parent(s) or guardian(s) of the child voluntarily relinquish his/her

rights or rights of guardianship and responsibilities directly to DCS, a child-placing agency or directly to the prospective adoptive parent(s) for the purpose of adoption.

Targeted Case Management: The process of focusing on a particular aspect or aspects of a case in order to bring about specific change(s).

Temporary Custody: The legally ordered status of a child when an adult or an agency receives physical care, control, and supervision of a child for a limited time. Temporary custody is subject to the remaining rights and duties of the parent or guardian and to any limitations in the court's order.

TennCare: A managed healthcare program for Tennesseans who are either eligible for Medicaid, or are uninsured or uninsurable.

Title IV-E: A section of the Social Security Act that provides funding for the maintenance of children in foster care who meet certain Temporary Assistance for Needy Families (TANF) eligibility criteria and who meet certain legal requirements, e.g., best interests, reasonable efforts.

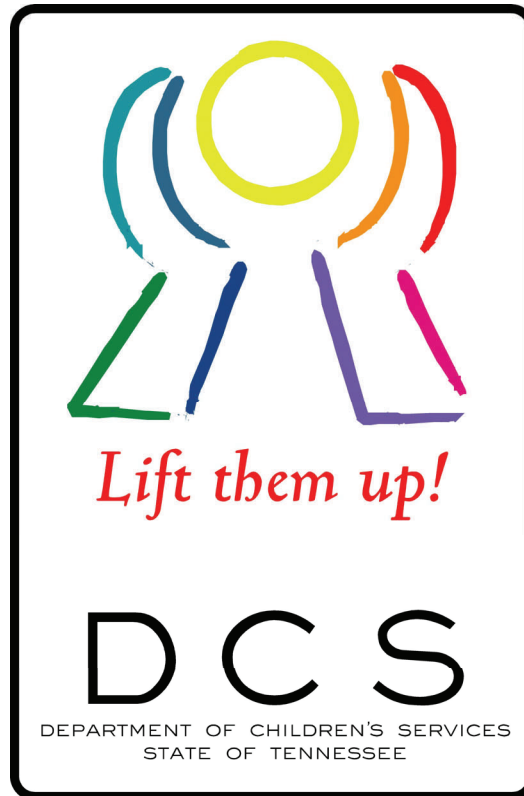
TN KIDS: A statewide database application developed by the TN Department of Children's Services to provide efficient access to information about children and families served by DCS.

Unruly Child/Youth: A child in need of treatment and rehabilitation who habitually and without justification is truant from school while subject to compulsory schools attendance under TCA 49-6-3007; or is habitually disobedient of the reasonable and lawful commands of parents/guardians or other legal custodians to the degree that such child's health and safety are endangered; or commits an offense which is applicable only to a child; or is a runaway.

Wraparound Funds: Funds used to provide appropriate support for living arrangements that will lead towards permanency for children and youth in DCS custody.

AFCARS	Adoption and Foster Care Analysis Reporting System
ASFA	Adoption and Safe Families Act
BHO	Behavioral Health Organization
CA/N	Child Abuse/Neglect
CAPTA	Child Abuse Prevention and Treatment Act
CASA	Court Appointed Special Advocate
CCFR	Commissioner's Case File Review
CFSR	Child and Family Services Review
ChiPFIInS	Children's Plan Financial Information System
COE	Centers of Excellence
CPIT	Child Protective Investigation Teams
CPORT	Children's Program Outcome Review Teams
CPS	Child Protective Services
CSA	Community Services Agencies
CWLA	Child Welfare League of America
DCDC	Detailed Case Data Component
DCS	Department of Children's Services
DHHS	U.S. Department of Health and Human Services
DOE	Tennessee's Department of Education
DOH	Tennessee's Department of Public Health
EPSDT	Early Periodic Screening, Diagnosis and Treatment
FCIP	Family Crisis Intervention Program
FSA	Field System Administrators
FSS	Family Support Services
FY	Fiscal Year
GED	General Education Development Diploma
ICPC	Interstate Compact on the Placement of Children
IDEA	Individuals with Disabilities Education Act
IEPA	Inter-ethnic Placement Act

MCO	Managed Care Organization
MEPA	Multi-ethnic Placement Act
MHDD	Tennessee's Department of Mental Health and Developmental Disabilities
NCANDS	National Child Abuse and Neglect Data System
PAR	Program Accountability Review
PATH	Parents as Tender Healers (training course for foster and adoptive parents)
PCP	Primary Care Physician
PPR	DCS Division of Policy, Planning, and Research
QA/CQI	Quality Assurance/Continuous Quality Improvement
REACT	Resources for Adoptable Children in Tennessee
SACWIS	Statewide Automated Child Welfare Information System
SSBG	Social Service Block Grant
STARS	Tennessee's state accounting system
TFCA	Tennessee Foster Care Association
TANF	Temporary Assistance for Needy Families
TCA	Tennessee Code Annotated
TCCY	Tennessee Commission on Children and Youth
TCFPT	Tennessee Child Fatality Prevention Teams
TennCare	Tennessee's version of Medicaid
TN	Tennessee
TNKids	DCS's SACWIS
TPR	Termination of Parental Rights



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Phil Bredesen, Governor

Viola P. Miller, Commissioner